

CLIC INFOLEX Project Phase 1

SUMMARY REPORT

Cost Projections for Law Libraries in Canada

April 15, 1992



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Other Organizations: Canadian Association of Law Libraries * Canadian Association of Law Teachers * Canadian Bar Association

**CLIC's INFOLEX Project - Phase I
Cost Projections for Canadian Law Libraries**

This project's report consists of four parts:

- CLIC's Advisory Group Report
- Cost Projections for Law Libraries in Canada
Price Waterhouse Report for CLIC
- Summary Report: Cost Projections for Law Libraries in Canada
Price Waterhouse Report for CLIC
- Provincial Profiles: Canada's Law Library Resources 1991

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INFOLEX - Phase 1

Summary Report

Cost Projections for Law Libraries in Canada

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Canadian Legal Information Centre

INFOLEX - Phase 1

Summary Report

Cost Projections for Law Libraries in Canada

1. Background

INFOLEX was created by the Canadian Legal Information Centre (CLIC) in response to the need for information regarding the operations of law libraries in Canada in the 1990's. The INFOLEX project was planned to address a number of areas in phases. Phase 1 dealt with projections of future costs by analyzing current law library costs. A report on the results of Phase 1 was prepared and presented to the INFOLEX Advisory Group. This document is a summary of the main report.

Phase 1 of INFOLEX focused on the historical costs incurred by different types of law libraries. The results of this study do not imply that there is one correct cost structure for a law library or an appropriate level of costs. The information developed by this Phase 1 study should be examined in the context of the types of law library services, the levels of services provided by individual libraries and the various types of law library operations that are to be studied in future Phases of INFOLEX.

To obtain the necessary information for costs and cost projections, the project team identified the following key objectives:

- the development of a direct mail survey questionnaire which would address all of the requisite information needed to develop cost forecasts;



- the maximization of the number of respondents contributing data; and,
- the research to provide background information to contribute to the analysis of the cost information and provide a basis for the assumptions used in the cost projections.

The project team performed extensive law library and background research, and conducted a number of personal interviews and focus groups across the country. Interviews were conducted with legal information publishers, government staff and other informed individuals. Both French and English language versions of the survey questionnaire and accompanying completion guidelines were reviewed and revised by the Advisory Group in the project's planning stage. The questionnaire was widely distributed. Preliminary analysis of the law library system in each province and territory permitted effective distribution of the survey questionnaire to all appropriate institutions. Significant efforts were extended by members of the project team to contact law librarians to ensure that responses to the survey questionnaire would be returned and to follow up with those who had delayed their response.



2. Profile of Respondents

In developing the strategy to analyze the cost of library operations, four broad categories of law libraries were considered. These included: Academic, Courthouse/Law Society, Government and Private Law Libraries. The private law libraries included libraries both in private law firms and corporate legal departments.

The following chart represents the distribution of questionnaires and the number of respondents.

Respondent Group	Number of Questionnaires Distributed	Number of Responses	Percentage Response Rate
Academic Law Libraries	20	18	90%
Courthouse/Law Society Libraries	* 75	83 (locations)	* 75%
Government Law Libraries	** 17	12	70%
Private Law Libraries	123	76	62%

* Courthouse/Law Society Distribution and Responses

One Questionnaire was sent to the majority of provinces for the key courthouse/law society library individual to respond for all courthouse libraries in the system, with the exception of Ontario, where individual questionnaires were sent to the court library of all 48 locations of county and district law libraries. Complete information on the courthouse/law society system was received from eight provinces and one territory. The response rate indicates a 75% return based on the nine responses out of a total of twelve potential responses (10 provinces and 2 territories). With the exception of Ontario, financial information was provided for the entire provincial system and profile information was provided for individual



locations. Therefore, the number of actual locations that provided information is eighty-three law libraries. Extensive efforts were made to obtain data from the LSUC Great Library Osgoode Hall including personal contact and offers of Price Waterhouse assistance in collection of the data. There was no response from the LSUC Great Library Osgoode Hall representatives to these personal contacts and offers. Therefore, information from the LSUC Great Library Osgoode Hall is not included in this report.

**** Government Responses**

Due to the nature of different provincial systems, two government law library responses (Manitoba and Alberta) were considered part of the courthouse/law society responses. The project team was pleased with the volume of the responses in the various categories, with the exception of the lack of response from the Law Society of Upper Canada. The participation rate was sufficient on which to base cost projection analysis.

It may be noted that a number of participants did not respond or provide information to all sections of the questionnaire. Specifically concerning financial information, some libraries do not incur certain costs and/or do not breakout some expenditures into component parts (e.g., their financial records may only include a single figure for compensation not broken down by full time/part time, or their records do not breakout the types of acquisition expenditures incurred, etc.). In addition, law libraries did not necessarily have financial data for all categories for the historical review (current year plus the three previous years). In these cases, when appropriate, the number of responses has been noted in various charts and tables when referencing medians and averages from the data base.

The above noted limitation notwithstanding, the data provided was the best level of detail available upon which to analyze costs, expenditure trends and to contribute to the formulation of cost projection assumptions.



Data was requested regarding the size of various types of user groups. The definition of a user group varies by type of law library. The following provides average and median figures, as well as definitions, of the primary user groups for each of the four types of law libraries:



**INFOLEX - Phase 1, User Groups Information
Cost Projections for Law Libraries in Canada**

Type of Library	Definition of Primary User Group	No. of Primary Users
Academic	Full Time Law School Faculty, All Law School Students 17 responses	Average: 648.00 Median: 528.00 Minimum: 128.00 Maximum: 2,202.00
Courthouse/ Law Society	Judiciary, Members of the Local Bar, Court Personnel, Court Clerks 75 responses	Average: 547.47 Median: 48.00 Minimum: 1.00 Maximum: 14,313.00
Government	Judiciary, Crown Counsel 10 responses	Average: 71.50 Median: 80.00 Minimum: 9.00 Maximum: 233.00
Private	Partners, Associates, Students 72 responses	Average: 64.00 Median: 52.00 Minimum: 9.00 Maximum: 282.00



3. The Results - Historical Expenditures

The following four exhibits are concise one page summaries of the historical expenditure patterns for each of the four types of law libraries. Each exhibit presents responses regarding medians, averages, minimums and maximums for the primary cost category for a law library. The number of responses is presented in the shaded column. The historical percentage increase/decrease for each cost category is presented in reference to the data reported as well as percentage figures adjusted for the effects of inflation.

The two major costs for law libraries were identified as labour and acquisition expenditures. To obtain the necessary information regarding labour costs, the survey requested data on total salaries, benefits, staffing levels, and hours of operation. The salaries paid to various individuals in each organization were not required for cost projections, since it was data on the total labour cost (staffing levels and salaries combined) to which analysis and projections are relevant. It was discovered through interviews and focus groups that law libraries do not have ready access to the type of detailed breakdown of acquisition expenditures requested by the survey nor are figures kept in a consistent format from library to library across the country. The exhibits reflect the available financial data from law library records.

Highlights of the historical cost analysis include:

- Combined labour and acquisition expenditures for academic, courthouse, government and private law libraries are, respectively, 90.8%, 80.8%, 89.0% and 73.8% of total expenditures;
- For those few law libraries which could report the breakdown of acquisition expenditures between new and on-going, the trend line for on-going



expenditures, as a percentage of the total collections acquisition expenditures for the last four years has been:

Acquisitions: Continuing Expenditures				
	Yr.3	Yr.2	Yr.1	Current
Academic	84.5%	83.9%	84.3%	86.0%
Courthouse	80.8%	80.8%	79.7%	83.0%
Government	83.4%	86.3%	88.6%	92.6%
Private	81.1%	80.5%	81.1%	81.8%

Only in private law libraries has the percentage of new acquisitions not increased;

- Based on interviews and the data collected, the strategy for cost reduction in the short run appears to be:
 - cut new acquisitions then on-going collection acquisition expenditures; and
 - substitute labour time (through working the interlibrary loan network) to meet user requests.
- In the long run, the expectation appears to be:
 - cut acquisition and labour costs; and
 - reduce the level of personal service to primary and secondary user groups; and,



- The expenditure patterns presented reflect that law libraries spend within their budget and do not incur deficits.

The figures presented are not meant to imply that there is one correct set of costs for a law library nor that the percentage trends are standards to be met. Direct comparisons of a law library to the figures in these exhibits should not be made out of context, without due consideration of service levels for various organizations and the number and type of primary and secondary user groups served.



Table 16

Academic Law Libraries - Historical Cost Analysis

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Cost Category	Resp.	Current Year				Resp.	Historical Trend			Inflation Adjusted			
		Median	Average	Minimum	Maximum		Y3 to Y2	Y2 to Y1	Y1 to Cur.	Y3 to Y2	Y2 to Y1	Y1 to Cur.	
Total Labour Costs	17	\$486,264	\$549,312	\$249,626	\$1,276,639	17	Median Average	7.29% 5.16%	8.20% 10.62%	4.82% 5.73%	2.29% 0.16%	3.40% 5.82%	-0.58% 0.33%
On-Line Charges, Gross Level	9	\$2,484	\$5,865	\$398	\$17,000	9	Median Average	0.00% 27.63%	0.00% 17.10%	16.30% 17.34%	-5.00% 22.63%	-4.80% 12.30%	10.90% 11.94%
Contracted Out Binding	14	\$13,000	\$14,678	\$3,781	\$44,500	14	Median Average	6.34% 12.94%	-2.55% 1.53%	7.30% 18.09%	1.34% 7.94%	-7.35% -3.27%	1.90% 12.69%
Photocopying, Gross Level	6	\$9,150	\$20,326	\$1,000	\$56,358	6	Median Average	2.63% 10.28%	4.48% 2.37%	3.97% 5.26%	-2.37% 5.28%	-0.32% -2.43%	-1.43% -0.14%
Allocated Costs to the Library	3	\$28,000	\$29,667	\$6,000	\$55,000	3	Median Average	0.00% 2.32%	25.00% 57.19%	10.58% 10.19%	-5.00% -2.68%	20.20% 52.39%	5.18% 4.79%
Acquisition Expenditures	17	\$386,060	\$428,457	\$227,851	\$796,952	17	Median Average	9.00% 9.45%	12.87% 12.79%	4.90% 5.38%	4.00% 4.45%	8.07% 7.99%	-0.50% -0.02%
All Other Costs	12	\$21,102	\$28,166	\$7,000	\$75,200	12	Median Average	9.31% 16.06%	19.10% 29.94%	1.55% -1.37%	4.31% 11.06%	14.30% 25.14%	-3.85% -6.77%
Total Expenditures	17	\$986,796	\$1,028,471	\$552,188	\$1,851,019								
Cost Recovery/Revenues	13	\$5,775	\$28,003	\$0	\$116,757	11	Median Average	10.24% 37.19%	18.73% 10.37%	0.00% -7.67%	5.24% 32.19%	13.93% 5.57%	-5.40% -13.07%

Courthouse\Law Society Law Libraries Systems - Historical Cost Analysis

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Cost Category	Resp.	Current Year			Resp.	Historical Trend		Inflation Adjusted	
		Median	Average	Minimum	Maximum		Y3 to Y2 Y2 to Y1 Y1 to Cur.	Y3 to Y2 Y2 to Y1 Y1 to Cur.	
Total Labour Costs	12	\$124,278	\$457,383	\$16,000	\$1,451,400	10	Median Average	5.66% 11.94% 9.38% 7.18% 11.21% 8.77%	0.66% 7.14% 3.98% 2.18% 6.41% 3.37%
On-Line Charges, Gross Level	7	\$10,500	\$18,186	\$1,200	\$60,000	7	Median Average	38.61% 20.38% 3.18% 14.60% 6.49% 6.78%	33.61% 15.58% -2.22% 9.60% 1.69% 1.38%
Contracted Out Binding	5	\$2,175	\$13,063	\$1,500	\$29,000	5	Median Average	8.58% -19.74% 40.48% 6.03% -38.33% 24.88%	3.58% -24.54% 35.08% 1.03% -43.13% 19.48%
Photocopying, Gross Level	6	\$5,678	\$29,597	\$225	\$39,137	6	Median Average	22.15% 1.69% 8.25% 3.67% 2.31% 6.64%	17.15% -3.11% 2.85% -1.33% -2.49% 1.24%
Allocated Costs to the Library	3	\$32,522	\$33,645	\$11,845	\$56,567	3	Median Average	-12.03% 6.77% -14.73% -1.78% -4.20% 19.45%	-17.03% 1.97% -20.13% -6.78% -9.00% 14.05%
Acquisition Expenditure	12	\$285,447	\$435,222	\$15,080	\$1,409,610	11	Median Average	9.26% 11.20% 12.40% 6.46% 10.79% 12.21%	4.26% 6.40% 7.00% 1.46% 5.99% 6.81%
All Other Costs	6	\$68,334	\$117,362	\$1,200	\$363,904	6	Median Average	18.65% 12.58% 38.32% 6.12% 31.64% 596.82%	13.65% 7.78% 32.92% 1.12% 26.84% 591.42%
Total Expenditures	12	\$455,159	\$915,537	\$91,300	\$3,049,700				
Cost Recovery	9	\$32,500	\$69,827	\$0	\$203,843	8	Median Average	13.75% 22.20% -7.70% -1.02% 343.14% -27.17%	8.75% 17.40% -13.10% -6.02% 338.34% -32.57%

Government Law Libraries - Historical Cost Analysis

Cost Category	Resp.	Current Year				Resp.	Historical Trend Y3 to Y2 Y2 to Y1 Y1 to Cur.	Inflation Adjusted Y3 to Y2 Y2 to Y1 Y1 to Cur.					
		Median	Average	Minimum	Maximum								
Total Labour Costs	8	\$90,100	\$191,279	\$4,200	\$773,406	4	Median Average	7.22% 9.52%	4.94% 9.97%	11.61% 10.16%	2.22% 4.52%	0.14% 5.17%	6.21% 4.76%
On-Line Charges, Gross Level	5	\$7,560	\$17,312	\$2,000	\$62,000	5	Median Average	13.60% 18.02%	1.45% 13.85%	-27.10% -20.92%	8.60% 13.02%	-3.35% 9.05%	-32.50% -26.32%
Contracted Out Binding	4	\$2,657	\$4,304	\$900	\$11,000	4	Median Average	5.00% 15.14%	-6.83% -7.88%	15.34% 1.33%	0.00% 10.14%	-11.63% -12.68%	9.94% -4.07%
Photocopying, Gross Level	0	\$0	\$0	\$0	\$0	0	Median Average				-5.00% -5.00%	-4.80% -4.80%	-5.40% -5.40%
Allocated Costs to the Library	5	\$10,000	\$24,814	\$750	\$62,347		Median Average	29.47% 19.97%	35.77% 34.58%	4.01% -1.33%	24.47% 14.97%	30.97% 29.78%	-1.39% -6.73%
Acquisition Expenditures	11	\$78,000	\$121,953	\$60,000	\$448,000	11	Median Average	14.20% 23.00%	10.97% 2.83%	-0.18% -3.11%	9.20% 18.00%	6.17% -1.97%	-5.58% -8.51%
All Other Costs	2	Insufficient data											
Total Expenditures	9	\$233,467	\$354,484	\$78,954	\$1,311,873								
Cost Recovery/Revenue		Insufficient data											

Private Law Libraries - Historical Cost Analysis

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Cost Category	Resp.	Current Year				Resp.	Historical Trend Y3 to Y2 Y2 to Y1 Y1 to Cur.	Inflation Adjusted Y3 to Y2 Y2 to Y1 Y1 to Cur.	
		Median	Average	Minimum	Maximum				
Total Labour Costs	55	\$49,800	\$70,844	\$5,000	\$334,407	33 Median Average	7.91% 10.60% 10.60% 20.11% 6.38% 1.48%	2.91% 5.26% 5.60% 15.31% 0.98% -3.92%	
On-Line Charges, Gross Level	23	\$14,610	\$41,474	\$150	\$369,996	23 Median Average	29.63% 29.28% 22.45% 28.53% 7.28% 13.09%	24.63% 24.28% 17.65% 23.73% 1.88% 7.69%	
Contracted Out Binding	25	\$1,300	\$1,589	\$77	\$1,268	25 Median Average	26.52% 22.30% 2.88% 58.93% 7.84% 3.95%	21.52% 17.30% -1.92% 54.13% 2.44% -1.45%	
Photocopying, Gross Level	4	\$2,550	\$2,600	\$800	\$4,500	4 Median Average	-4.70% -9.60% 7.59% -2.70% 7.35% 7.84%	-9.70% -14.60% 2.79% -7.50% 1.95% 2.44%	
Allocated Costs to the Library	0	\$0	\$0	\$0	\$0	0 Median Average		-5.00% -5.00% -4.80% -4.80% -5.40% -5.40%	
Acquisition Expenditures	58	\$40,097	\$91,099	\$12,831	\$293,000	58 Median Average	11.11% 9.04% 13.24% 7.81% 2.45% 0.36%	6.11% 4.04% 8.44% 3.01% -2.95% -5.04%	
All Other Costs	11	\$14,821	\$11,942	\$1,020	\$37,590	11 Median Average	27.78% 46.21% 8.41% 186.14% 13.22% 21.92%	22.78% 41.21% 3.61% 181.34% 7.82% 16.52%	
Total Expenditures	67	\$122,649	\$160,578	\$5,000	\$998,932				
Cost Recovery	35	\$11,000	\$32,218	\$0	\$302,400	11 Median Average	28.85% 28.18% 4.71% 23.86% 10.48% 4.06%	23.85% 23.18% -0.09% 19.06% 5.08% -1.34%	

4. Cost Projections - Assumptions

Key Underlying Assumptions: Funding and Service Levels

In our research for this report, Price Waterhouse found that many law libraries are under significant budget pressures. Most, if not all, publicly funded libraries have faced budget cuts or budget constraints in recent years. The cost projection models have been developed based on the premise that funding will be available to cover the future law library costs. We realize that this may not be the case. However, in order to develop the cost projections, we have had to assume that there will be commensurate increases in funding to meet the projected cost increases. For example, we have assumed for the purpose of this report that if costs increase by 10%, that there will be an increase of 10% in funding to meet those costs. This funding assumption is required in order to develop the cost projection models.

The impact of restricted funding is relatively simple to predict. If costs in a law library increase by 10% and funding increases by 5%, then obviously future expenditures will only increase by 5%.

The other significant factor that was assumed to be a constant was the levels of service in the law library. The scope of this project did not warrant the investigation into the types of service and the consumers of those services in the law library. We have assumed, for the purposes of cost projection modes, that service levels will be constant. An increase in the levels of service (cause for example by a doubling of the primary users) will obviously affect the overall cost increases. We have assumed that services levels will be a constant for the projection purposes.

Significant changes in funding, changes in current levels of service or a combination of changes would result in changes in the costs projections, as law libraries recalibrate their



expenditure programs to meet new funding constraints or increased demands on levels of service. In addition, the reaction of individual libraries to funding or service level changes will not be necessarily consistent with other law libraries. For example, one library may reduce acquisition expenditures whereas another library may reduce hours of operations in response to the same level of funding reduction.

Labour Costs and Staffing Levels

This assumption addresses the overall cost of labour for law libraries, not just the annual salaries and wages for individuals. The assumption requires consideration of: the total costs of labour over recent years; expected absolute increases/decreases in staffing levels; expected shifts between permanent and part time labour categories; and expectations regarding annual salary levels.

Information was requested regarding the intentions of respondents to reduce staff in the current year and/or over the next three years. The majority of respondents have no plans at this time to reduce staff. Consequently, it is assumed for this study that staffing levels will remain at relatively the same levels as the current year. Salary levels which were reviewed from readily available sources. From all appearances, it may be assumed that annual salary levels will approximate current rates of inflation and may be lower, depending on the circumstances facing each type of law library.

It is assumed that direct compensation for government, private, academic and law society/courthouse law libraries will increase 4.0%, on average, per year, over the next five to seven years.



Collection Acquisition Expenditures

In the course of conducting focus groups and interviews, the project team found that the detailed acquisition expenditures needed for cost projections and the development of the forecast model would not be available. Law libraries either did not track, or did not have, the data in the form the research required. As a result, the analysis of historical acquisition expenditures and development of cost projections was extremely difficult. The goal of the project team was to determine the buying patterns of law libraries and pricing increases for groups of titles. The combination of these two factors was the basis for the development of the acquisition expenditures projections.

Source document data was requested regarding the actual purchases of law libraries, to the extent it could be provided. From this information, extensive analysis was performed to develop buying history profiles for each of the four types of law libraries. Six year and three year price analysis was conducted on what was determined to be a representative market basket of French language and English language titles in an average Canadian law library collection. The two analyzed sets were combined to produce average percentage increases in collections cost.

The following two exhibits present the results of the pricing analysis and the buying trend analysis. The latter addresses the pattern for each of the four types of law libraries. The pricing analysis applies to all law libraries. Collection acquisition expenditures projections have been based on the results of this analysis.



**Cost Projections for Law Libraries in Canada
Acquisition Expenditures Projection**

Publication Category		Projected Category Increases
1.	Digests, Reported Cases	21.80%
2.	Digests, Unreported Case	4.50%
3.	Law Reports	9.80%
4.	Statutes & Regulations	11.90%
5.	Reference	15.90%
6.	Forms & Precedents	41.80%
7.	Looseleaf Services	8.90%
8.	Looseleaf Texts	8.00%
9.	Periodicals & Journals	12.60%
10.	Monographs	5.00%

The titles selected for each category can significantly influence the pricing increase calculations. In addition, by definition monographs could not be subjected to the same analysis as the other categories. The 5.0% figure is a subjective estimate, used to facilitate cost projection calculations.



The result of the above noted calculations is presented in the following table:

**Cost Projections for Law Libraries in Canada
Total Acquisition Expenditures Increases**

Library	Total Acquisition Expenditures Projected Annual Increase
Academic	11.3 %
Courthouse/Law Society	11.9%
Government	12.8%
Private	11.6%

These percentages are based on historical costs. They indicate the level of annual increase in acquisitions expenditures required to maintain current levels of acquisitions. They are based on a "market basket" that includes English and French language titles. Without the French language titles the annual increases change to: Academic 12.3%; Courthouse/Law Society 13.2%; Government 13.2%; and private 12%. Research completed regarding vendor publication offerings, crown copyright, and other factors revealed no basis on which to formulate cost projection assumptions other than that discussed above: recent historical pricing patterns and recent historical buying trends.

All Other Factors

A number of other factors were reviewed regarding their impact on cost projections. The following are capsule comments on each of these areas. (More detailed discussion of each area is included in the Phase 1 Report.)

Historical Costs and Trends - The project team reviewed the analysis of the historical costs and trends for cost projections assumptions. In addition, the consultants have used the



averages in each Cost Category to provide the base level for the average library in each category, referenced in the following section of this document.

Rate of Inflation - The average CPI (Statistics Canada Consumer Price Index) increase over the last five years has been approximately 4.7%. At the completion of the Phase 1 study, inflation forecasts for the near future were as low as 1.6%. For purposes of a five to seven year forecast, the inflation assumption used for this project was 5.0%.

Cost Containment Initiatives and Cost Recovery and Revenue Generation Initiatives - Information was requested regarding actions which law libraries may be taking in the near future to reduce costs. For the most part, respondents could not put a dollar figure on these efforts which could be used.

Interlibrary Loan Networking - Data was requested regarding law librarian opinions on the possibility of further utilizing ILL to offset the effects of acquisition expenditures increases within funding constraints, and the commensurate effect of these factors on cost projections. For the most part, law libraries do not foresee ILL networking as providing any significant further relief from cost pressures. Thus, there was assumed to be no effect on cost projections.

Technology - Data was requested from respondents regarding their opinions on the pragmatic use of technology applications, among other technology factors. This was combined with some background research and the project team's extensive knowledge of legal technology applications, gained from a number of years consulting in this area. The comments received indicated that generally law librarians acknowledge that the more advanced technology applications were of use but due to a number of barriers, (including higher costs, lack of funding, technological intransigence of user groups, etc.) they did not feel that technology applications will affect their net law library costs in the near and intermediate future. The project team is confident that more advanced technologies will



be in common place usage at some point, but do not expect this will be the case during the next five to seven years. Consequently, we have forecasted no effects on cost projections.

Copyright - The project team's review of Crown copyright/copyright collective issues, as they relate to the objectives for INFOLEX Phase 1, resulted in no concrete basis on which to project cost impacts. This is based on the confusion which stems from statements made by government staff versus official policy pronouncements. For the most part, the latter states that charges, user fees, licenses, for Crown copyright for printed material are not levied. Government staff give a different interpretation, implying that these are possible. Given this contradiction, we do not have the data on which to base cost projection impacts.



5. The Results - Cost Projections

For purposes of translating and presenting the effects of the key assumptions made, as discussed in the previous section, the project team developed a cost base for a typical law library in each of the four areas. The cost projections used the historical data base information, combined with the project team's decisions regarding relevant factors for each cost object line. Assumptions were applied, with due consideration of historical trends, the number of responses for the historical cost averages and medians, and the number of law libraries in the data base.

The following four exhibits present cost projection summaries for each of the four types of law libraries. The cost projection exhibits present the current year 'average' expenditure level for the cost object, the forecast base expenditure figures for projections, the forecast percentage increase assumptions by cost object, and five year cost projections, presenting each year's forecast. Cost projections for individual libraries may **vary significantly** from the projections presented, due to factors specific to those libraries. The cost projections should not be used as a budget but can be used as a basis of the budget process.



Table 38

Academic Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	17	\$549,312	\$549,312	4.0%	\$571,284	\$594,136	\$617,901	\$642,617	\$668,322
On-Line Charges, Gross Level	9	\$5,865	\$5,865	17.0%	\$6,862	\$8,029	\$9,393	\$10,990	\$12,859
Contracted Out Binding	14	\$14,678	\$14,678	5.0%	\$15,412	\$16,182	\$16,992	\$17,841	\$18,733
Photocopying, Gross Level	6	\$20,326	\$20,326	5.2%	\$21,383	\$22,495	\$23,665	\$24,895	\$26,190
Allocated Costs to the Library	3	\$29,667	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	17	\$428,457	\$428,457	11.3%	\$477,044	\$531,141	\$591,372	\$658,434	\$733,100
All Other Costs	12	\$28,166	\$28,166	5.0%	\$29,574	\$31,053	\$32,606	\$34,236	\$35,948
Total Expenditures (sum of costs)		\$1,076,471	\$1,046,804		\$1,121,560	\$1,203,036	\$1,291,929	\$1,389,014	\$1,495,152
					7.1%	7.3%	7.4%	7.5%	7.6%
Cost Recovery/Revenues	13	\$28,003	\$28,003	5.0%	\$29,403	\$30,873	\$32,417	\$34,038	\$35,740

Table 40

Courthouse/Law Society Library Systems - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	12	\$457,383	\$457,383	4.0%	\$475,678	\$494,705	\$514,494	\$535,073	\$556,476
On-Line Charges, Gross Level	7	\$18,186	\$18,186	6.8%	\$19,423	\$20,743	\$22,154	\$23,660	\$25,269
Contracted Out Binding	5	\$13,063	\$13,063	5.0%	\$13,716	\$14,402	\$15,122	\$15,878	\$16,672
Photocopying, Gross Level	6	\$29,597	\$29,597	6.6%	\$31,550	\$33,633	\$35,852	\$38,219	\$40,741
Allocated Costs to the Library	3	\$33,645	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	12	\$435,222	\$435,222	12.0%	\$487,275	\$545,553	\$610,801	\$683,852	\$765,641
All Other Costs	6	\$117,362	\$117,362	5.0%	\$123,230	\$129,392	\$135,861	\$142,654	\$149,787
Total Expenditures (sum of costs)	12	\$1,104,458	\$1,070,813		\$1,150,872	\$1,238,428	\$1,334,284	\$1,439,337	\$1,554,587
					7.5%	7.6%	7.7%	7.9%	8.0%
Cost Recovery/Revenues	9	\$69,827	\$69,827	5.0%	\$73,318	\$76,984	\$80,833	\$84,875	\$89,119

Table 42

Government Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	8	\$191,279	\$191,279	4.0%	\$198,930	\$206,887	\$215,163	\$223,769	\$232,720
On-Line Charges, Gross Level	5	\$17,312	\$17,312	5.0%	\$18,178	\$19,086	\$20,041	\$21,043	\$22,095
Contracted Out Binding	4	\$4,304	\$4,304	5.0%	\$4,519	\$4,745	\$4,982	\$5,232	\$5,493
Photocopying, Gross Level	0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Allocated Costs to the Library	5	\$24,814	\$24,814	5.0%	\$26,055	\$27,357	\$28,725	\$30,162	\$31,670
Acquisition Expenditures	11	\$121,953	\$121,953	12.8%	\$137,563	\$155,171	\$175,033	\$197,437	\$222,709
All Other Costs	2	Insufficient data		0.0%	\$0	\$0	\$0	\$0	\$0
Total Expenditures (sum of costs)	9	\$359,662	\$359,662		\$385,245	\$413,247	\$443,944	\$477,642	\$514,687
Cost Recovery/Revenues	2	Insufficient data		0.0%	\$0	\$0	\$0	\$0	\$0
					7.1%	7.3%	7.4%	7.6%	7.8%

Table 44

Private Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	55	\$70,844	\$70,844	4.0%	\$73,678	\$76,625	\$79,690	\$82,878	\$86,193
On-Line Charges, Gross Level	23	\$41,474	\$41,474	13.1%	\$46,907	\$53,052	\$60,002	\$67,862	\$76,752
Contracted Out Binding	25	\$1,589	\$1,589	5.0%	\$1,668	\$1,752	\$1,839	\$1,931	\$2,028
Photocopying, Gross Level	4	\$2,600	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Allocated Costs to the Library	0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	58	\$91,099	\$91,099	11.6%	\$101,666	\$113,460	\$126,621	\$141,309	\$157,701
All Other Costs	11	\$11,942	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Total Expenditures (sum of costs)	67	\$219,548	\$205,006		\$223,920	\$244,889	\$268,153	\$293,981	\$322,674
Cost Recovery/Revenues	35	\$32,218	\$32,218	4.1%	\$33,539	\$34,914	\$36,346	\$37,836	\$39,387

6. Summary of Observations

CLIC requested that the project team comment on the impact of key issues on law libraries and the cost pressures/increases they face. The following are subjective observations based on our involvement with this project and our consulting experience in the legal community in general.

Data Availability

Assuming that the responses were as accurate as could be provided (i.e., to the lowest level of detail available), the project team was surprised that the detailed standardized types of information needed for our research were not available. The Infolex project should be construed as a first step towards gathering standardized financial data on a regular basis.

Those responsible for administering law libraries may have informal control of expenditures and may not rely on formal reporting systems to administer their law library. However, standardized financial information is required to understand historical, current and future costs. We suggest that data be collected annually and a survey report be published, which concentrates on the following key areas:

- financial expenditures, in the enquiry format of the survey questionnaire;
- headcount data, in the enquiry format of the survey questionnaire;
- total acquisition costs, broken down by ten categories, listed in this report, including eliminated titles; and,



- pricing information, tracked by a select group of titles which can be considered as a standard set of print material.

The survey could be a simple three page questionnaire, distributed through direct mail. The value of this annual survey would be to confirm or alter cost projections and provide a better basis to forecast in the future.

Law libraries may be limited in depth of financial records due to the fact that they may be tied to central financial systems. It will be useful for law libraries to share a common financial format regarding this information.

Perceived Duplication of Printed Material

Numerous law librarians have commented on the perceived duplication of printed material. The project team believes that these perceptions are subjective but may be correct. Vendors will continue to publish an assortment of titles until it does not make business sense. The project team does not perceive that law libraries will be able to influence the degree of duplication, i.e., to reduce what may be considered as unnecessary, other than through informed purchase of legal material.

Levels of Service and Funding

This study focused on the costs of law library operations. Service levels and levels of funding are the other significant factors which shape law library operations. Costs should be reviewed in light of services provided to observe causal relationships and patterns. INFOLEX should proceed to its next phases to provide a more complete picture of law library operations, the costs of operations within the context of service and the level of funding required to meet the required service levels.



By analyzing and projecting law library costs, this report is the first step in understanding the operations of law libraries. The next steps will be to determine the appropriate levels of service that can be expected under the existing funding structures for law libraries in Canada.

Price Waterhouse
PRICE WATERHOUSE
APRIL 15, 1992



Projet INFOLEX du CCIJ Phase I

RAPPORT SOMMAIRE

Prévisions des
coûts pour les bibliothèques
de droit canadiennes

15 avril 1992



CENTRE
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D'INFORMATION
JURIDIQUE

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REMERCIEMENTS

Le Centre canadien d'information juridique a été établi en 1973 avec la mission d'améliorer l'accès à la justice grâce à une plus grande disponibilité de l'information juridique. Le CCIJ a mis en place de précieux services et moyens de recherche qui intéressent ceux qui oeuvrent dans le domaine de l'information juridique dont les praticiens, les bibliothécaires juridiques, les chercheurs, les universitaires, les analystes des politiques, les professeurs et le grand public.

Le Centre canadien d'information juridique désire remercier les organismes suivants pour leur contribution à ses travaux de recherche et développement au cours des ans :

Membres individuels et organisationnels du CCIJ

Nos bailleurs de fonds dont :

Gouvernements : Ministère de la justice du Canada * Terre-Neuve * Nouvelle-Écosse * Nouveau-Brunswick * Ontario * Île-du-Prince-Édouard * Québec * Saskatchewan * Alberta * Colombie-Britannique * Yukon * Territoires du Nord-Ouest

Sociétés du barreau : Terre-Neuve * Nouvelle-Écosse * Nouveau-Brunswick * Île-du-Prince-Édouard * Le Barreau du Québec * La Chambre des notaires du Québec * Haut Canada * Manitoba * Saskatchewan * Alberta * Colombie-Britannique * Yukon * Territoires du Nord-Ouest

Fondations de droit : Terre-Neuve * Nouvelle-Écosse * Nouveau-Brunswick * Île-du-Prince-Édouard * Saskatchewan * Alberta * Colombie-Britannique * Yukon * Territoires du Nord-Ouest

Autres organismes : Association canadienne des bibliothèques de droit * Association canadienne des professeurs de droit * Association du Barreau canadien

**Projet INFOLEX du CCIJ
Phase I - Prévisions des coûts
pour les bibliothèques canadiennes de droit**

Ce rapport de projet est constitué des quatre parties suivantes :

- **Rapport du Comité consultatif du CCIJ**
- **Prévisions des coûts pour les bibliothèques de droit canadiennes
Rapport de Price Waterhouse pour le CCIJ**
- **Rapport sommaire : Prévisions des coûts pour les bibliothèques de droit canadiennes
Rapport de Price Waterhouse pour le CCIJ**
- **Profils provinciaux : Ressources des bibliothèques de droit canadiennes en 1991**

Les rapports suivants sont disponibles en français :

- **Le rapport du Comité consultatif du CCIJ**
- **Le rapport sommaire de Price Waterhouse pour le CCIJ : Prévisions des coûts
des bibliothèques de droit du Canada**
- **Profil provincial - Québec**

**On peut acheter des photocopies de ces rapports à la bibliothèque de droit de l'université
York, 4700, rue Keele, North York, Ontario, M3J 1P3.**

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INFOLEX - Phase I

Rapport sommaire

**Prévisions des coûts
pour les bibliothèques de droit canadiennes**

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CENTRE CANADIEN D'INFORMATION JURIDIQUE

INFOLEX - Phase I

Rapport sommaire

Prévisions des coûts pour les bibliothèques de droit canadiennes

1. Historique

INFOLEX a été créé par le Centre canadien d'information juridique (CCIJ) en réponse à un besoin d'information concernant les opérations des bibliothèques de droit au Canada dans les années 1990. Le projet INFOLEX a été prévu pour traiter un certain nombre de domaines par phases. La phase 1 portait sur les prévisions des coûts futurs en analysant les coûts actuels des bibliothèques de droit. Un rapport sur les résultats de la phase 1 a été préparé et présenté au Comité consultatif sur INFOLEX. Le présent document est un résumé du rapport principal.

La phase 1 d'INFOLEX était axée sur les coûts historiques encourus par les différents types de bibliothèques de droit. Les résultats de cette étude n'indiquent pas qu'il y a une structure de coûts appropriée ou un niveau approprié de coûts pour une bibliothèque de droit. L'information établie par cette étude de la phase 1 devrait être examinée en fonction des types de services des bibliothèques de droit, des niveaux de service assurés par des bibliothèques individuelles et des divers types d'opérations des bibliothèques de droit qui doivent être étudiées dans les phases futures d'INFOLEX.

Afin d'obtenir l'information nécessaire pour les coûts et les prévisions des coûts, l'équipe de projet a déterminé les objectifs essentiels suivants :

- la mise au point d'un questionnaire par courrier direct qui porterait sur toute l'information nécessaire pour établir les prévisions des coûts,
- la maximalisation du nombre de répondants qui contribuent aux données, et
- la recherche visant à fournir l'information historique permettant de contribuer à l'analyse de l'information sur les coûts et de fournir une base pour les hypothèses utilisées dans les prévisions des coûts.

L'équipe de projet a effectué une recherche historique approfondie sur les bibliothèques de droit et a dirigé un certain nombre d'entrevues de personnes et de groupes d'étude dans l'ensemble du pays. Des entrevues ont eu lieu avec des éditeurs d'information juridique, des membres du personnel du gouvernement et d'autres personnes informées. Le Comité consultatif, au cours de la phase de planification du projet, a examiné et révisé les versions



française et anglaise du questionnaire et des lignes directrices jointes pour le remplir. Le questionnaire a été largement distribué. L'analyse préliminaire du système de bibliothèques de droit dans chaque province et territoire a permis de distribuer efficacement le questionnaire à tous les établissements appropriés. Les membres de l'équipe de projet ont fourni d'importants efforts pour joindre les bibliothécaires juridiques afin d'assurer que les réponses au questionnaire seraient renvoyées et relancer ceux dont les réponses tardaient.



2 Profil des répondants

On a tenu compte de quatre catégories générales de bibliothèques de droit en établissant la stratégie pour l'analyse des coûts des opérations de bibliothèque. Les catégories sont les suivantes : universitaires, palais de justice/société du barreau, bibliothèques de droit gouvernementales et privées. Les bibliothèques de droit privées comprennent les bibliothèques des études de droit privées et des services du contentieux.

Le tableau suivant représente la distribution des questionnaires et le nombre de répondants.

Groupe de répondants distribués	Nombre de questionnaires distribués	Nombre de réponses	Taux de réponses en pourcentage
Bibliothèques de droit universitaires	20	18	90 %
Bibliothèques des palais de justice/société du barreau	75	83 établissements	75 %
Bibliothèques de droit gouvernementale	17	12	70 %
Bibliothèques de droit privées	123	76	62 %

* Distribution et réponses des palais de justice/société du barreau

Un questionnaire a été envoyé à la majorité des provinces pour leur principale bibliothèque individuelle de palais de justice/société du barreau afin qu'elle réponde pour toutes les bibliothèques de cette catégorie dans le système, à l'exception de l'Ontario où des questionnaires individuels ont été envoyés à toutes les bibliothèques judiciaires des 48 établissements des bibliothèques de droit du comté et du district. Huit provinces et un territoire ont fait parvenir l'information complète sur le système des palais de justices/sociétés du barreau. Le taux de réponse indique un renvoi de 75 pour 100 basé sur les neuf réponses sur un total de douze réponses possibles (dix provinces et deux territoires). À l'exception de l'Ontario, l'information financière a été fournie pour l'ensemble du système provincial et l'information sur le profil a été fournie pour des établissements individuels. Par conséquent, le nombre d'établissements effectifs qui ont fourni de l'information est quatre-vingt-trois bibliothèques de droit. On a produit d'importants efforts pour obtenir de



l'information de la LSUC Great Library Osgoode Hall, y compris des communications personnelles et des offres d'aide de Price Waterhouse dans la collecte des données. Les représentants de la LSUC Great Library Osgoode Hall n'ont pas répondu aux communications personnelles et aux offres. L'information de la LSUC Great Library Osgoode Hall n'est donc pas incluse dans le présent rapport.

**** Réponses du gouvernement**

Compte tenu de la nature des différents systèmes provinciaux, on estime que deux réponses de bibliothèques de droit gouvernementales (Manitoba et Alberta) faisaient partie des réponses des palais de justice/sociétés du barreau. L'équipe de projet était satisfaite du volume de réponses dans des diverses catégories, à l'exception de l'absence de réponses de la Société du Barreau du Haut Canada. Le taux de participation était suffisant pour y baser l'analyse des prévisions de coûts.

On peut noter qu'un certain nombre de participants n'ont pas répondu ou fourni l'information à toutes les sections du questionnaire. Particulièrement en ce qui concerne l'information financière, quelques bibliothèques n'ont pas subi certains coûts et/ou n'ont pas décomposé certaines dépenses en éléments constitutants (par exemple leurs registres financiers peuvent ne comprendre qu'un seul chiffre pour la rémunération non décomposée par temps plein/temps partiel, ou leurs registres n'indiquent pas les types de dépenses encourues pour les acquisitions, etc.). En outre, les bibliothèques de droit ne disposaient pas obligatoirement de données financières pour toutes les catégories aux fins de l'examen historique (l'année courante plus les trois années antérieures). Dans ces cas, au besoin, le nombre de réponses a été noté dans divers schémas et tableaux lorsqu'on faisait référence aux moyennes et aux médianes tirées de la base de données.

Malgré la limitation susmentionnée, les données fournies étaient le meilleur niveau de détail permettant d'analyser les coûts et les tendances en matière de dépenses, et de contribuer à la formulation des hypothèses de prévisions des coûts.

Des données étaient requises en ce qui concerne l'importance des divers types de groupes d'utilisateurs. La définition d'un groupe d'utilisateurs varie selon le type de bibliothèque de droit. Les tableaux suivants fournissent des chiffres médians et moyens, de même que des définitions, sur les principaux groupes d'utilisateurs pour chacun des quatre types de bibliothèques de droit.



INFOLEX - Phase 1, information sur les groupes d'utilisateurs
Prévisions des coûts pour les bibliothèques de droit au Canada

Type de bibliothèques	Définition du principal groupe d'utilisateurs	Nombre d'utilisateurs principaux
Universitaire	Membres à plein temps d'une faculté de droit, la totalité des étudiants en droit 17 réponses	Moyenne: 648,00 Médiane: 528,00 Minimum: 128,00 Maximum: 2 202,00
Palais de justice/ société du barreau	Magistrats, membres du Barreau local, personnel des tribunaux, greffiers des tribunaux 75 réponses	Moyenne: 547,47 Médiane: 48,00 Minimum: 1,00 Maximum: 14 313,00
Gouvernementale	Magistrats, avocats-conseils de la Couronne 10 réponses	Moyenne: 71,50 Médiane: 80,00 Minimum: 9,00 Maximum: 233,00
Privée	Associés, non associés, stagiaires 72 réponses	Moyenne: 64,00 Médiane: 52,00 Minimum: 9,00 Maximum: 282,00



3. Les résultats - Dépenses historiques

Les quatre tableaux suivants sont de brefs résumés d'une page des modes de dépenses historiques pour chacun des quatre types de bibliothèques de droit. Chaque tableau présente des réponses concernant les moyennes, les médianes, les minimums et les maximums pour la principale catégorie de coûts d'une bibliothèque de droit. Le nombre de réponses est présenté dans la colonne ombrée. L'augmentation/diminution historique du pourcentage pour chaque catégorie de coûts est présentée par rapport aux données signalées de même qu'au pourcentage ajusté aux effets de l'inflation.

Les deux principaux coûts pour les bibliothèques de droit ont été déterminés comme les dépenses en main-d'oeuvre et en acquisitions. Afin d'obtenir l'information nécessaire sur les coûts de la main-d'oeuvre, l'enquête demandait des données sur les salaires totaux, les avantages, les niveaux de dotation et les heures d'opération. Les salaires versés à diverses personnes dans chaque organisme n'étaient pas nécessaires pour les prévisions des coûts, étant donné que c'était des données sur le coût total de la main-d'oeuvre (niveaux de dotation et salaires combinés) pour lesquelles les analyses et les prévisions sont pertinentes.

Les entrevues et les groupes d'étude ont permis de découvrir que les bibliothèques de droit n'ont pas un accès facile au type de décomposition détaillée des dépenses en acquisitions demandée par l'enquête, et qu'il n'y a pas de chiffres présentés uniformément d'une bibliothèque à une autre dans l'ensemble du pays. Les tableaux illustrent les données financières disponibles dans les registres des bibliothèques de droit.

Les points saillants de l'analyse des coûts historiques comprennent :

- Les dépenses combinées pour la main-d'oeuvre et les acquisitions pour les bibliothèques de droit universitaires, des palais de justice/sociétés du barreau, gouvernementales et privées, sont respectivement de 90,8 pour 100, 80,8 pour 100, 89 pour cent et 73,8 pour cent des dépenses totales.
- Pour les quelques bibliothèques de droit qui pourraient fournir la décomposition des dépenses en acquisitions selon les coûts nouveaux et continus, la tendance pour les dépenses continues comme pourcentage des dépenses totales en acquisitions de collections pour les quatre dernières années, a été la suivante :

Acquisitions : Dépenses continues

	Année 3	Année 2	Année 1	En cours
Universitaires	84,5 %	83,9 %	84,3 %	86,0 %
Palais de justice	80,8 %	80,8 %	79,7 %	83,0 %
Gouvernementales	83,4 %	86,3 %	88,6 %	92,6 %
Privées	81,1 %	80,5 %	81,1 %	81,8 %



Les nouvelles acquisitions n'ont pas augmenté que dans les bibliothèques de droit privées:

- D'après les entrevues et la collecte des données, la stratégie de réduction des coûts à court terme semble être la suivante :
 - réduire les nouvelles acquisitions puis les dépenses continues en acquisitions de collections, et
 - remplacer le temps de main-d'oeuvre (par l'exploitation du réseau de prêts entre bibliothèques) afin de répondre aux demandes des utilisateurs.
- À long terme, les attentes semblent être les suivantes :
 - réduire les coûts des acquisitions et de la main-d'oeuvre, et
 - réduire le niveau des services personnels aux groupes d'utilisateurs principaux et secondaires.
 - Les structures de dépenses présentées indiquent que les bibliothèques de droit ont effectué des dépenses dans les limites de leurs budgets et qu'elles ne subissent pas de déficits.

Les chiffres présentés ne veulent pas dire qu'il y a un ensemble convenable de coûts pour une bibliothèque de droit ni que les tendances en pourcentage sont des normes à respecter. Les comparaisons directes d'une bibliothèque de droit avec les chiffres de ces tableaux ne devraient pas être effectuées hors contexte, sans avoir dûment envisagé les niveaux de service pour les divers organismes et le nombre et le type de groupes d'utilisateurs principaux et secondaires servis.



Tableau 16

Bibliothèque de droit universitaires
Analyse des coûts historiques

Catégorie de coûts	Rep.	Année Courante				Rep.	Tendance Historique			Inflation ajustée			
		Médiane	Moyenne	Minimum	Maximum		AN3 à AN2	AN2 à AN1	AN1 à COUR	AN3 à AN2	AN2 à AN1	AN1 à COUR	
Coûts totaux de la main-d'oeuvre	17	486 264 \$	549 312 \$	249 626 \$	1 276 639 \$	17	Médiane Average	7,29 5,16	8,20 10,62	4,82 5,73	2,29 0,16	3,40 5,82	-0,58 0,33
Frais, en ligne, niveau général	9	2 484 \$	5 865 \$	398 \$	17 000 \$	9	Médiane Average	0,00 27,63	0,00 17,10	16,30 17,34	-5,00 22,63	-4,80 12,30	10,90 11,94
Reliure à contrat	14	13 000 \$	14 678 \$	3 781 \$	44 500 \$	14	Médiane Average	6,34 12,94	-2,55 1,53	7,30 18,09	1,34 7,94	-7,35 -3,27	1,90 12,69
Photocopie, niveau général	6	9 150 \$	20 326 \$	1 000 \$	56 358 \$	6	Médiane Average	2,63 10,28	4,48 2,37	3,97 5,26	-2,37 5,28	-0,32 -2,43	-1,43 -0,14
Coûts affectés aux bibliothèques	3	28 000 \$	29 667 \$	6 000 \$	55 000 \$	3	Médiane Average	0,00 2,32	25,00 57,19	10,58 10,19	-5,00 -2,68	20,20 52,39	5,18 4,79
Dépenses en acquisitions	17	386 060 \$	428 457 \$	227 851 \$	796 952 \$	17	Médiane Average	9,90 9,45	12,87 12,79	4,90 5,38	4,00 -2,68	8,07 7,99	-0,50 -0,02
Tous les autres coûts	12	21 102 \$	28 166 \$	7 000 \$	75 200 \$	12	Médiane Average	9,31 16,06	19,10 29,94	1,55 -1,37	4,00 4,45	14,30 25,14	-3,85 -6,77
Dépenses totales	17	986 796 \$	1 028 471 \$	552 188 \$	1 851 019 \$								
Recouvrement des coûts/recettes	13	5 775 \$	28 003 \$	0 \$	116 757 \$	11	Median Average	10,24 37,19	18,73 10,37	0,00 -7,67	5,24 32,19	13,93 5,57	-5,40 -13,07

Tableau 17

**Systèmes de bibliothèques de droit des palais de justice/
sociétés du barreau - Analyse des coûts historiques**

Catégorie de coûts	Rep.	Année Courante				Rep.	Tendance Historique			Inflation ajustée			
		Médiane	Moyenne	Minimum	Maximum		AN3 à AN2	AN2 à AN1	AN1 à COUR	AN3 à AN2	AN2 à AN1	AN1 à COUR	
Coûts totaux de la main-d'œuvre	12	124 278 \$	457 383 \$	16 000 \$	1 451 400 \$	10	Médiane Average	5,66 7,18	11,94 11,21	9,38 8,77	0,66 2,18	7,14 6,41	3,98 3,37
Frais, en ligne, niveau général	7	10 500 \$	18 186 \$	1 200 \$	60 000 \$	7	Médiane Average	38,61 14,60	20,38 6,49	3,18 6,78	33,61 9,60	15,58 1,69	-2,22 1,38
Reliure à contrat	5	2 175 \$	13 063 \$	1 500 \$	29 000 \$	5	Médiane Average	8,58 6,03	-19,74 -38,33	40,48 24,88	3,58 1,03	-24,54 -43,13	35,08 19,48
Photocopie, niveau général	6	5 678 \$	29 597 \$	225 \$	39 127 \$	6	Médiane Average	22,15 3,67	1,69 2,31	8,25 6,64	17,15 -1,33	-3,11 -2,49	2,85 1,24
Coûts affectés aux bibliothèques	3	32 522 \$	33 645 \$	11 845 \$	56 567 \$	3	Médiane Average	-12,03 -1,78	6,77 -4,20	-14,73 19,45	-17,03 -6,78	1,97 -9,00	-20,13 14,05
Dépenses en acquisitions	12	285 447 \$	435 222 \$	15 080 \$	1 409 610 \$	11	Médiane Average	9,26 6,46	11,20 10,79	12,40 12,21	4,26 1,46	6,40 5,99	7,00 6,81
Tous les autres coûts	6	68 334 \$	117 362 \$	1 200 \$	363 904 \$	6	Médiane Average	18,65 6,12	12,58 31,64	38,32 596,82	13,65 1,12	7,78 26,84	32,92 591,42
Dépenses totales	12	455 159 \$	915 537 \$	91 300 \$	3 049 700 \$								
Récouvrement des coûts	9	32 500 \$	69 827 \$	0 \$	203 843 \$	8	Median Average	13,75 -1,02	22,20 343,14	-7,70 -27,17	8,75 -6,02	17,40 338,34	-13,10 -32,57

4. Prévisions des coûts - Hypothèses

Hypothèses sous-jacentes importantes : Niveaux de financement et de service

Dans nos recherches pour ce rapport, Price Waterhouse a découvert que de nombreuses bibliothèques de droit subissent de fortes pressions budgétaires. La plupart, voire la totalité des bibliothèques financées publiquement ont fait face à des réductions ou des compressions budgétaires au cours des dernières années. Les modèles de prévisions des coûts ont été établis en se basant sur le principe que le financement sera disponible pour couvrir les coûts futurs des bibliothèques de droit. Nous constatons que ce n'est pas nécessairement le cas. Cependant, afin d'établir les prévisions des coûts, nous avons dû supposer qu'il y aura des augmentations proportionnelles du financement pour répondre aux augmentations de coûts prévues. Par exemple, nous avons supposé aux fins de ce rapport que si les coûts augmentaient de 10 pour 100, il y aurait une augmentation de 10 pour 100 dans le financement pour répondre à ces coûts. Cette hypothèse à propos du financement est nécessaire pour établir les modèles de prévisions des coûts.

L'incidence du financement restreint est relativement simple à prédire. Si les coûts dans une bibliothèque de droit augmentent de 10 pour 100 et que le financement augmente de 5 pour 100, il est évident que les dépenses futures n'augmenteront que de 5 pour 100.

L'autre facteur important que l'on supposait être constant était les niveaux de service dans la bibliothèque de droit. La portée de ce projet ne justifiait pas l'enquête sur les types de services et de consommateurs de ces services dans les bibliothèques de droit. Nous avons supposé aux fins des modes de prévisions des coûts, que les niveaux de service seront constants. Une augmentation des niveaux de service (entraînée par exemple par doublement des utilisateurs principaux) influera de toute évidence sur les augmentations générales des coûts. Nous avons supposé que les niveaux de service seront constants aux fins des prévisions.

D'importants changements dans le financement, des changements dans les niveaux actuels de service ou une combinaison de changements entraîneraient des changements dans les prévisions des coûts, alors que les bibliothèques de droit recalibreront leurs programmes de dépenses pour répondre aux nouvelles contraintes financières ou aux demandes accrues concernant les niveaux de service. De plus, la réaction de bibliothèques individuelles à l'égard du financement ou des changements des niveaux de service ne sera pas obligatoirement analogue à celle d'autres bibliothèques de droit. Par exemple, une bibliothèque peut réduire ses dépenses en acquisitions alors qu'une autre peut réduire ses heures d'opération en réponse au même niveau de réduction du financement.

Coûts de la main-d'oeuvre et niveaux de dotation

Cette hypothèse traite des coûts généraux de la main-d'oeuvre pour les bibliothèques de droit, non pas uniquement les rémunérations annuelles et les salaires de particuliers.



L'hypothèse demande que l'on tienne compte des coûts totaux de la main-d'oeuvre au cours des dernières années, des augmentations/diminutions absolues prévues dans les niveaux de dotation, des changements prévus entre les catégories d'employés permanents et à temps partiel, et des attentes concernant les niveaux de salaire annuel.

L'information était requise au sujet des intentions des répondants de réduire le personnel au cours de l'année et/ou des trois années à venir. Au moment présent, la majorité des répondants ne prévoit pas réduire le personnel. Par conséquent, on suppose pour les besoins de cette étude que les niveaux de dotation resteront au niveaux relativement identiques à ceux de l'année courante. Les niveaux de salaire ont été examinés à partir de sources facilement accessibles. Selon toute apparence, on peut supposer que les niveaux de salaire annuel correspondront à peu près aux taux actuels d'inflation et pourront même y être inférieurs, selon les circonstances propres à chaque type de bibliothèque de droit.

On suppose que la rémunération directe des bibliothèques de droit gouvernementales, privées, universitaires et des palais de justice/sociétés du barreau, augmentera de 4 pour 100 en moyenne par an, au cours des cinq à sept prochaines années.

Dépenses en acquisitions de collections

Pendant la direction des groupes d'étude et les entrevues, l'équipe de projet a découvert que les dépenses détaillées en acquisitions nécessaires pour les prévisions des coûts et l'établissement de modèles de prévisions ne seront pas disponibles. Les bibliothèques de droit n'ont ni suivi ni possédé les données sous la forme exigée par la recherche. En conséquence, l'analyse des dépenses historiques en acquisitions et l'établissement des prévisions de coûts étaient extrêmement difficiles. Le but de l'équipe de projet était de déterminer les modes d'achat des bibliothèques de droit et l'établissement des prix pour les groupes d'ouvrages. La combinaison de ces deux facteurs constituait la base pour l'établissement des prévisions de dépenses en acquisitions.

Les données documentaires initiales étaient requises en ce qui concerne les achats effectifs des bibliothèques de droit, dans la mesure où elles étaient disponibles. À partir de cette information, on a effectué une analyse approfondie pour établir les profils historiques d'achat pour chacun des quatre types de bibliothèques de droit. On a réalisé des analyses de prix de six ans et trois ans sur ce qu'on jugeait être une sélection représentative d'ouvrages en français et en anglais dans une collection moyenne d'une bibliothèque de droit canadienne. Les deux ensembles analysés étaient combinés pour produire des augmentations moyennes en pourcentage dans les coûts des collections.

Les deux tableaux suivants présentent les résultats de l'analyse de l'établissement des prix et de l'analyse des tendances en matière d'achat. La dernière porte sur le modèle pour chacun des quatre types de bibliothèques de droit. L'analyse de l'établissement des prix s'applique à toutes les bibliothèques de droit. Les prévisions de dépenses en acquisitions de collections ont été basées sur les résultats de cette analyse.



Prévisions des coûts pour les bibliothèques de droit au Canada
Prévisions des dépenses en acquisitions

Catégorie de publication	Augmentations prévues par catégorie
1. Résumés, causes rapportées	21.80 %
2. Résumés, causes non rapportées	4.50 %
3. Recueils de jurisprudence	9.80 %
4. Lois et règlements	11.90 %
5. Référence	15.90 %
6. Formulaire et précédents	41.80 %
7. Services à feuilles mobiles	8.90 %
8. Textes à feuilles mobiles	8.00 %
9. Périodiques et journaux	12.60 %
10. Monographies	5.00 %

Les ouvrages sélectionnés pour chaque catégorie peuvent fortement influencer sur les calculs d'augmentation de l'établissement des prix. En outre, par définition, les monographies ne peuvent pas être assujetties aux mêmes analyses que les autres catégories. Le chiffre de 5 pour 100 est une estimation subjective utilisée pour faciliter les calculs de prévisions des coûts.



Le résultat des calculs susmentionnés est présenté dans le tableau suivant :

**Prévisions des coûts pour les bibliothèques de droit au Canada
Augmentations totales des dépenses en acquisitions**

Bibliothèques	Dépenses totales en acquisitions Augmentation annuelle prévue
Universitaires	11.3 %
Palais de justice/sociétés du barreau	11.9 %
Gouvernementales	12.8 %
Privées	11.6 %

Ces pourcentages sont basés sur les coûts historiques. Ils indiquent le niveau d'augmentation annuelle dans les dépenses en acquisitions requises pour maintenir les niveaux actuels d'acquisitions. Ils sont basés sur une sélection représentative qui comprend les ouvrages en français et en anglais. Sans les ouvrages en français, les augmentations annuelles changent comme suit, bibliothèques universitaires, 12,3 pour 100, palais de justice/sociétés du barreau, 13,2 pour 100, gouvernementales, 13,2 pour 100 et privées, 12 pour 100. La recherche réalisée relativement aux offres de publication des vendeurs, aux droits d'auteur de la Couronne et à d'autres facteurs, ne révèle pas de base d'après laquelle il est possible de formuler des hypothèses de prévisions des coûts autres que celle qui traitait des récents modèles historiques d'établissement des prix et des récentes tendances historiques d'achat.

Tous les autres facteurs

Certains autres facteurs ont été examinés en ce qui concerne leur incidence sur les prévisions des coûts. Les points suivants sont des observations résumées sur chacun de ces domaines. (Une discussion plus détaillée sur chacun de ces domaines est incluse dans le rapport de la phase 1.)

Coûts et tendances historiques - L'équipe de projet a examiné les analyses des coûts et des tendances historiques pour les hypothèses de prévisions des coûts. De plus, les experts-conseils ont utilisé les moyennes dans chaque catégorie de coûts pour fournir le niveau de base pour la bibliothèque moyenne dans chaque catégorie, tel que mentionné dans la section suivante de ce document.

Taux d'inflation - L'augmentation moyenne de l'IPC (indice des prix à la consommation de Statistique Canada) au cours des cinq dernières années a été d'environ 4,7 pour 100. Au terme de l'étude de la phase 1, les prévisions de l'inflation pour l'avenir immédiat n'étaient



que de 1,6 pour 100. Aux fins d'une prévision de cinq à sept ans, l'hypothèse en matière d'inflation utilisée pour ce projet était de 5 pour 100.

Initiatives de compressions des coûts et recouvrement des coûts et initiatives de création de recettes - On a demandé de l'information sur les mesures que les bibliothèques de droit peuvent prendre dans l'avenir immédiat pour réduire les coûts. La plupart des répondants n'ont pas pu indiquer une valeur en dollars de ces efforts susceptible d'être utilisée.

Établissement de réseaux de prêts entre bibliothèques - On a recherché des données sur les opinions des bibliothécaires juridiques quant à la possibilité d'utiliser davantage les prêts entre bibliothèques, pour compenser les effets des augmentations des dépenses en acquisitions dans les limites des contraintes financières, et l'effet correspondant de ces facteurs sur les prévisions des coûts. La plupart des bibliothèques de droit ne prévoient pas que l'établissement de réseaux de prêts entre bibliothèques fournira un important soulagement additionnel contre les pressions financières. On suppose donc qu'il sera sans effet sur les prévisions des coûts.

Technologie - On a demandé aux répondants leurs opinions sur l'utilisation pragmatique des applications technologiques parmi d'autres facteurs de ce domaine. Cette information a été combinée à une certaine recherche historique et à la connaissance approfondie de l'équipe de projet sur les applications technologiques juridiques, acquise au cours de plusieurs années de consultation dans le domaine. Les observations reçues indiquent que les bibliothécaires juridiques, généralement, reconnaissent que les applications technologiques les plus avancées étaient utiles, mais qu'en raison d'un certain nombre d'obstacles (y compris des prix plus élevés, l'absence de financement, l'intransigeance technologique des groupes d'utilisateurs, etc.), ils n'estimaient pas que les applications technologiques influeront sur leurs coûts nets de bibliothèque de droit à court et moyen terme. L'équipe de projet est persuadée que des technologies plus avancées seront d'usage courant à un moment donné, mais elle ne prévoit pas que ce sera le cas au cours des cinq à sept prochaines années. Par conséquent, nous n'avons prévu aucun effet sur les prévisions des coûts.

Droits d'auteur - L'examen par l'équipe de projet des questions communes de droits d'auteur de la Couronne/droits d'auteur, tels qu'ils se rapportent aux objectifs de la phase 1 d'INFOLEX, n'a produit aucune base concrète permettant de prévoir l'incidence sur les coûts. Cette conclusion découle des déclarations faites par des responsables gouvernementaux par opposition aux déclarations de principe officielles. La plupart de ces dernières stipulent que les frais, les droits d'utilisateurs et les licences pour les droits d'auteur de la Couronne aux fins des documents imprimés n'étaient pas perçus. Le personnel du gouvernement donne une interprétation différente, laissant entendre que ces faits sont possibles. Compte tenu de cette contradiction, nous ne disposons pas de données permettant de fonder les effets des prévisions des coûts.



5. Les résultats - Prévisions des coûts

Afin d'interpréter et de présenter les effets des principales hypothèses formulées, comme on en a discuté dans la section précédente, l'équipe de projet a établi une base de coûts pour une bibliothèque de droit typique dans chacun des quatre domaines. Les prévisions des coûts a été fondée sur l'information historique de la base de données, conjointement avec les décisions de l'équipe de projet concernant les facteurs pertinents pour chaque catégorie d'article de coût. Les hypothèses ont été mises en application, en tenant compte des tendances historiques, du nombre de réponses pour les médianes et les moyennes des coûts historiques et du nombre de bibliothèques de droit dans la base de données.

Les quatre tableaux suivants présentent des résumés des prévisions de coûts pour chacun des quatre types de bibliothèques de droit. Les tableaux de prévisions des coûts présentent le niveau de dépenses «moyennes» de l'année en cours pour l'article des coûts, les chiffres des dépenses de base prévues pour les prévisions, les hypothèses d'augmentation prévue en pourcentage par article de coût, et les prévisions des coûts de cinq ans, en présentant les prévisions de chaque année. Les prévisions des coûts peuvent **varier fortement** des prévisions présentées, en raison de facteurs propres à ces bibliothèques. Les prévisions des coûts ne devraient pas servir de budget, mais elles peuvent être utilisées comme base du processus budgétaire.



Tableau 36

 Bibliothèque de droit universitaires
 Prévisions des coûts

Catégorie de coûts	Rep.	Moyenne de l'année courante	Base prévue	Augmentation prévue	Années futures				
					Année 1	Année 2	Année 3	Année 4	Année 5
Coûts totaux de la main-d'oeuvre	17	549 312 \$	549 312 \$	4,0%	571 284 \$	594 136 \$	617 901 \$	642 617 \$	688 322 \$
Frais, en ligne, niveau général	9	5 865 \$	5 865 \$	17,0%	6 862 \$	8 029 \$	9 393 \$	10 990 \$	12 859 \$
Reliure à contrat	14	14 678 \$	14 678 \$	5,0%	15 412 \$	16 182 \$	16 992 \$	17 841 \$	18 733 \$
Photocopie, niveau général	6	20 326 \$	20 326 \$	5,2%	21 383 \$	22 495 \$	23 665 \$	24 895 \$	26 190 \$
Coûts affecté aux bibliothèques	3	29 667 \$	29 667 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Dépenses en acquisitions	17	428 457 \$	428 457 \$	11,3%	477 044 \$	531 141 \$	591 372 \$	658 434 \$	733 100 \$
Tous les autres coûts	12	28 166 \$	28 166 \$	5,0%	29 574 \$	31 053 \$	32 606 \$	34 236 \$	35 948 \$
Dépenses totales (somme de coûts)	1	1 076 471 \$	1 076 471 \$		1 121 560 \$	1 203 036 \$	1 291 929 \$	1 389 014 \$	1 495 152 \$
					7,1%	7,1%	7,3%	7,4%	7,5%
Recouvrement des coûts/recettes	13	28 003 \$	28 003 \$	5,0%	29 403 \$	30 873 \$	32 417 \$	34 038 \$	35 740 \$

Tableau 40

Bibliothèque de droit des palais de justice/
société du barreau - Prévisions des coûts

Catégorie de coûts	Rep.	Moyenne de l'année courante	Base prévue	Augmentation prévue	Années futures				
					Année 1	Année 2	Année 3	Année 4	Année 5
Coûts totaux de la main-d'oeuvre	12	457 383 \$	457 383 \$	4,0%	457 678 \$	494 705 \$	514 494 \$	535 073 \$	556 476 \$
Frais, en ligne, niveau général	7	18 186 \$	18 186 \$	6,8%	19 423 \$	20 743 \$	22 154 \$	23 660 \$	25 269 \$
Reliure à contrat	5	13 063 \$	13 063 \$	5,0%	13 716 \$	14 402 \$	15 122 \$	15 878 \$	16 672 \$
Photocopie, niveau général	6	29 597 \$	29 597 \$	6,6%	31 550 \$	33 633 \$	35 852 \$	38 219 \$	40 741 \$
Coûts affecté aux bibliothèques	3	33 645 \$	33 645 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Dépenses en acquisitions	12	435 222 \$	435 222 \$	12,0%	487 275 \$	545 553 \$	610 801 \$	683 852 \$	765 641 \$
Tous les autres coûts	6	117 362 \$	117 362 \$	5,0%	123 230 \$	129 392 \$	135 861 \$	142 654 \$	149 787 \$
Dépenses totales (somme de coûts)	12	1 104 458 \$	1 104 458 \$		1 150 872 \$	1 238 428 \$	1 334 284 \$	1 439 337 \$	1 554 587 \$
					7,5%	7,5%	7,6%	7,7%	7,9%
Recouvrement des coûts/recettes	9	69 827 \$	69 827 \$	500,0%	29 403 \$	76 894 \$	80 833 \$	84 875 \$	89 119 \$

Tableau 42

Bibliothèque de gouvernementale
société du barreau - Prévisions des coûts

Catégorie de coûts	Rep.	Moyenne de l'année courante	Base prévue	Augmentation prévue	Années futures				
					Année 1	Année 2	Année 3	Année 4	Année 5
Coûts totaux de la main-d'oeuvre	8	191 279 \$	191 279 \$	4,0%	198 930 \$	206 887 \$	215 163 \$	223 769 \$	232 720 \$
Frais, en ligne, niveau général	5	17 312 \$	17 312 \$	5,0%	18 178 \$	19 086 \$	20 041 \$	21 043 \$	22 095 \$
Reliure à contrat	4	4 304 \$	4 304 \$	5,0%	4 519 \$	4 745 \$	4 982 \$	5 232 \$	5 493 \$
Photocopie, niveau général	0	0 \$	0 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Coûts affecté aux bibliothèques	5	24 814 \$	24 814 \$	5,0%	26 055 \$	27 357 \$	28 725 \$	30 162 \$	31 670 \$
Dépenses en acquisitions	11	121 953 \$	121 953 \$	12,8%	137 563 \$	155 171 \$	175 033 \$	197 437 \$	222 709 \$
Tous les autres coûts	2	Données insuffisantes		0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Dépenses totales (somme de coûts)	9	359 662 \$	359 662 \$		385 245 \$	413 247 \$	443 944 \$	477 642 \$	514 867 \$
Recouvrement des coûts/recettes	2	Données insuffisantes		0,0%	0 \$	29 403 \$	0 \$	0 \$	0 \$

Tableau 44
Bibliothèque de droits privés
société du barreau - Prévisions des coûts

Catégorie de coûts	Rep.	Moyenne de l'année courante	Base prévue	Augmentation prévue	Années futures				
					Année 1	Année 2	Année 3	Année 4	Année 5
Coûts totaux de la main-d'œuvre	55	70 844 \$	70 844 \$	4,0%	73 678 \$	76 625 \$	79 690 \$	82 878 \$	86 193 \$
Frais, en ligne, niveau général	23	41 474 \$	41 474 \$	13,1%	46 907 \$	53 052 \$	60 002 \$	67 862 \$	76 752 \$
Reliure à contrat	25	1 589 \$	1 589 \$	5,0%	1 668 \$	1 752 \$	1 839 \$	1 931 \$	2 028 \$
Photocopie, niveau général	4	2 600 \$	0 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Coûts affectés aux bibliothèques	0	0 \$	0 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Dépenses en acquisitions	58	91 099 \$	91 099 \$	11,6%	101 666 \$	113 460 \$	126 621 \$	141 309 \$	157 701 \$
Tous les autres coûts	11	11 942 \$	0 \$	0,0%	0 \$	0 \$	0 \$	0 \$	0 \$
Dépenses totales (somme de coûts)	67	219 548 \$	205 006 \$		223 920 \$	244 889 \$	268 153 \$	293 981 \$	322 674 \$
Recouvrement des coûts/recettes	35	32 218 \$	32 218 \$	4,1%	33 539 \$	34 914 \$	36 346 \$	37 836 \$	39 387 \$

6. Résumé des observations

Le CCIJ a demandé à l'équipe de projet de présenter ses observations sur l'incidence des questions déterminantes sur les bibliothèques de droit et sur les pressions financières/ augmentations des coûts auxquelles elles font face. Les points suivants sont des observations subjectives basées sur notre engagement dans ce projet et notre expérience en consultation dans le domaine juridique en général.

Disponibilité des données

En supposant que les réponses étaient aussi précises que possible (c'est-à-dire au plus bas niveau de détails disponibles), l'équipe de projet a été surprise de constater que les types standard d'information détaillée nécessaire à notre recherche n'aient pas été disponibles. Le projet INFOLEX devrait être interprété comme une première étape vers la collecte de données financières standard sur une base régulière.

Les responsables de l'administration des bibliothèques de droit peuvent exercer un contrôle informel des dépenses et peuvent ne pas se reposer sur des systèmes de rapport formels pour administrer leur bibliothèque de droit. Cependant, l'information financière standard est nécessaire pour comprendre les coûts historiques, actuels et futurs. Nous proposons de collecter les données annuellement et de publier un rapport d'enquête qui se concentre sur les questions capitales suivantes :

- dépenses financières, sous forme de demande de renseignements du questionnaire d'enquête,
- données de vérification, sous forme de demande de renseignements du questionnaire d'enquête,
- coûts totaux en acquisitions, décomposés en dix catégories, énumérés dans ce rapport, y compris les ouvrages éliminés, et
- information sur l'établissement des prix, suivie par un groupe choisi d'ouvrages qui peut être considéré comme un ensemble standard de documents imprimés.

L'enquête pourrait être simplement un questionnaire de trois pages distribué par courrier direct. La valeur de cette enquête annuelle consisterait à confirmer ou modifier les prévisions des coûts et à fournir une meilleure base de prévision à l'avenir.

Les bibliothèques de droit peuvent être limitées au fond de leurs registres financiers parce qu'elles peuvent être liées aux systèmes financiers centraux. Il sera utile pour les bibliothèques de droit de partager une présentation financière commune relativement à cette information.



Doublement perçu de documents imprimés

De nombreux bibliothécaires juridiques ont observé le doublement perçu de documents imprimés. L'équipe de projet pense que ces points de vue sont subjectifs mais qu'ils peuvent être exacts. Les vendeurs continueront à publier un assortiment d'ouvrages tant qu'il y aura un intérêt commercial. L'équipe de projet n'estime pas que les bibliothèques de droit seront en mesure d'influer sur le degré de doublement, c'est-à-dire réduire ce qui peut être considéré comme inutile, autrement que par l'achat avisé de documents juridiques.

Niveaux de service et de financement

Cette étude était axée sur les coûts des activités des bibliothèques de droit. Les niveaux de service et les niveaux de financement sont les autres facteurs qui déterminent les activités des bibliothèques de droit. Les coûts devraient être examinés en fonction des services fournis afin d'observer les relations et les modes de causalité. Le projet INFOLEX devrait passer à ses étapes suivantes pour fournir un tableau plus complet des activités des bibliothèques de droit, des coûts des activités dans le contexte du service, et du niveau de financement nécessaire pour atteindre les niveaux de service requis.

En analysant et en prévoyant les coûts des bibliothèques de droit, ce rapport est la première étape d'un processus permettant de comprendre les activités des bibliothèques de droit. Les étapes suivantes consisteront à déterminer les niveaux de service appropriés que l'on peut attendre compte tenu des structures de financement existantes pour les bibliothèques de droit au Canada.

PRICE WATERHOUSE
15 AVRIL 1992



CLIC INFOLEX Project Phase 1

Cost Projections for Law Libraries in Canada

April 15, 1992



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THANK YOU

The Canadian Legal Information Centre was established in 1973 to improve access to justice through increased access to legal information. CLIC developed valuable services and research of interest to those in the legal information field, including practitioners, law librarians, researchers, academics, policy analysts, teachers and the general public.

The Canadian Legal Information Centre wishes to thank the following for their support of its research and development work throughout the years:

CLIC's individual and organizational members

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Governments: Federal Department of Justice * Newfoundland * Nova Scotia * New Brunswick * Ontario * Prince Edward Island * Québec * Saskatchewan * Alberta * British Columbia * Yukon * Northwest Territories

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Law Foundations: Newfoundland * Nova Scotia * New Brunswick * Prince Edward Island * Saskatchewan * Alberta * British Columbia * Yukon * Northwest Territories

Other Organizations: Canadian Association of Law Libraries * Canadian Association of Law Teachers * Canadian Bar Association

**CLIC's INFOLEX Project - Phase I
Cost Projections for Canadian Law Libraries**

This project's report consists of four parts:

- **CLIC's Advisory Group Report**
- **Cost Projections for Law Libraries in Canada
Price Waterhouse Report for CLIC**
- **Summary Report: Cost Projections for Law Libraries in Canada
Price Waterhouse Report for CLIC**
- **Provincial Profiles: Canada's Law Library Resources 1991**

**Photocopies of these reports can be purchased from York University Law Library, 4700 Keele Street,
North York, Ontario, M3J 1P3.**

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INFOLEX - Phase 1

Cost Projections for Law Libraries in Canada

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Cost Projections for Law Libraries in Canada

1. Background

INFOLEX was created by the Canadian Legal Information Centre (CLIC) in response to the need for information regarding the operations of law libraries in Canada in the 1990's. The INFOLEX project will address a number of areas in Phases, including:

- projections of future costs through analyzing current law library costs;
- examination of the extent of law firm dependence on courthouse and academic law library resources;
- evaluation of the role of research and law library services relative to other parts of the administration of justice; and,
- assessment of the impact of current funding patterns and the potential of decreased funding on law library services.

CLIC prepared a request for proposal to address Phase 1 of INFOLEX. The objective of the project was to develop cost projections for law libraries over the next five to seven years. Price Waterhouse responded to the request for proposal and was selected in June of 1991 to conduct INFOLEX - Phase 1. This report provides the documentation of the Price Waterhouse project.



The sections in this report address the following areas:

- the approach utilized in conducting the project, including the breadth and depth of enquiries made during the course of the study (Section 2, Approach);
- the primary factors used in developing the planned analysis of costs (Section 3, Key Assessment Factors);
- notations to assist the reader in interpreting the data presented (Section 4, Notations on Data Interpretation);
- information regarding the organizations responding to the survey questionnaire; the underpinning of the data base (Section 5, Profile of Respondents);
- the financial data gathered from respondents (Section 6, Historical Costs and Analyses);
- the key assumptions used in developing financial forecasts and the logic supporting those assumptions (Section 7, Cost Projections - Assumptions);
- the financial projections for the study and relevant commentary (Section 8, Cost Projections);
- observations from the project team regarding costs and law libraries in Canada (Section 9, Observations).



Phase 1 of INFOLEX focused on the historical costs incurred by different types of law libraries. The results of this study do not imply that there is one correct cost structure for a law library or an appropriate level of costs. The information developed by this Phase 1 study should be examined in the context of the types of law library services, the levels of services provided by individual libraries and the various types of law library operations, subjects which are to be addressed in future Phases of INFOLEX.



2. Approach

To obtain the necessary information for costs and cost projections, the project team identified the following key objectives:

- the development of a direct mail survey questionnaire which would address all of the requisite information needs to develop cost forecasts;
- the maximization of the number of respondents in the data base; and,
- the research to provide background information to contribute to the analysis of the cost information and provide a basis for the assumptions used in the cost projections.

To develop the appropriate survey questionnaire, the consultants performed extensive law library and background research, conducted personal interviews and met with focus groups. An INFOLEX Advisory Group consisting of knowledgeable individuals from across Canada was established to provide guidance in the conduct of the study. The Advisory Group provided input at major milestones in the project and was consulted throughout the project. In addition, significant effort was made by members of the project team to contact law librarians to ensure that responses to the survey questionnaire would be returned.

2.1 Background Material Review

An extensive review of research and other relevant material was performed by the Price Waterhouse project team to prepare for the conduct of the focus groups and interviews, and to assist in creating the survey questionnaire. The review included a wide variety of published material, including: Canadian Association of Law Libraries (CALL) reports; articles on published legal information; articles on the pricing of legal materials; information



on electronic formats of legal information; Crown copyright material; articles on previous studies regarding law library costs; and a number of other publications regarding the future of law libraries (see Appendix F).

2.2 Previous Studies

A number of previous one-time and on-going survey-based studies were reviewed. Data reviewed included the reports from these studies as well as the survey questionnaires used to gather data. These studies included: Canadian Association of Law Libraries (CALL) reports; American Association of Law Libraries (AALL) survey projects; Association of Research Libraries (ARL) studies; Association of College and Research Libraries (ACRL) studies; and a national survey of Australian law libraries. This information was used to assist the project team in formatting enquiries and structuring the survey questionnaire developed for the INFOLEX project.

2.3 Law Library Contact Efforts

Law library enquiries were conducted across the country through personal interviews, telephone interviews and focus groups.

Focus group meetings were conducted in the following locations:

- Halifax;
- Montreal;
- Toronto;
- Edmonton; and,
- Vancouver.



The purpose of the focus groups was to understand the relevant issues at hand, to understand how these issues vary in different regions of the country, and to assess the breadth and depth of the cost information which could be requested. Participants in the focus groups included representatives from all types of law libraries including academic, private law firm, courthouse/law society and government. (Appendix C presents the general scope of the issues addressed by these focus groups.)

In addition to the focus groups, personal interviews with law librarians were conducted across the country. Twelve personal interviews were conducted with senior law library administrators in the courthouse/law society library systems, private law firms, government law libraries and academic law libraries. Seven telephone interviews, primarily with practitioners in smaller law firms were performed to provide additional background information. Appendix D presents the general scope of the issues addressed during these interviews. Focus group meetings and personal interviews were conducted in both English and French during this field work. Interviews were conducted with five knowledgeable individuals in law libraries in the United States.

Observations and conclusions from these contact efforts were reviewed with CLIC staff. Individuals were contacted for additional enquiries.

2.4 The Survey Questionnaire

Based on the results of the research, the focus groups and individual interviews, the Price Waterhouse consultants drafted a survey questionnaire. The primary objective of the questionnaire was to obtain information specific to understanding law library costs and the historical cost patterns and trends that would affect law library costs. This draft questionnaire was reviewed extensively by CLIC staff and the INFOLEX Advisory Group. As a result of the review by the Advisory Group, the questionnaire was revised to add clarity and include questions which were believed to be relevant to the project's objective.



The questionnaire was accompanied by a survey completion guideline to assist potential respondents. Both the questionnaire and the survey guideline were available in English and French.

2.5 Survey Questionnaire Distribution

The survey questionnaire was sent to the appropriate contacts in the following locations:

- the larger federal and provincial government law libraries with permanent staff;
- large and medium-sized private law firms and large corporate law department libraries;
- all academic law libraries in Canada; and,
- all courthouse/law society library systems.

Potential respondents were informed that project team members were readily available to answer enquiries regarding the completion of the survey.

Shortly after the distribution of the survey questionnaire, the recipients were contacted to ensure that they had received the survey questionnaire and asked whether they had any initial thoughts or difficulties regarding the forms. Additional contact was made at a later date to encourage participation from those individuals who had yet to respond to the survey, with specific emphasis on the larger law libraries in each segment, including all of the courthouse/law society libraries and all of the academic law libraries.



The initial target for return of completed questionnaires was November 20, 1991. This deadline was extended to the middle of December, and this extension was communicated to those organizations which had not yet responded. Additional contact was made after the middle of December to enquire whether they would be responding and to determine a potential return date. The last useable survey questionnaire was received on January 15, 1992. A concerted effort was made to contact potential respondents to maximize participation in the survey.

2.6 Survey Analysis

Price Waterhouse created an extensive data base to input and store the data from the returned surveys and to facilitate subsequent analysis of the profile information and the historical financial data. Each of the surveys was reviewed individually and entered into the database. Project team members contacted the respondents to clarify answers to the survey questions. Cost analyses and projections were performed through the creation of financial and costing models that were electronically linked to the historical database of cost information provided by the returned survey questionnaires.



3. Key Assessment Factors

The project team determined that several key assessment factors were critical in order to understand current cost patterns and to develop cost projections. The attempt to obtain information regarding these key assessment factors shaped the format and the depth of enquiries in the survey questionnaire.

Key Costs: Labour and Collection Acquisition

The two major costs for law libraries were identified as labour and acquisition costs. To obtain the necessary information regarding labour costs, the survey requested data on total salaries, benefits, staffing levels, and hours of operation. The salaries paid to various individuals in each organization were not determined to be required for cost projections. This data were known to be available from other well known sources if needed.

In the course of the focus group meetings and individual interviews, the project team found that many law libraries either did not record or have access to detailed financial records regarding acquisitions costs which could be used for cost projections and the development of the forecast model. As a result, the analysis of historical acquisitions costs and development of cost projections was extremely difficult. The goal of the project team was to determine the buying patterns of law libraries and the pricing increases. The combination of these two factors would be the basis for the development of the acquisitions cost projections.

The project team's initial target was historical cost information regarding acquisition expenditures over a three year period for the following categories of legal materials:

- law reports;
- texts and treatises (monographs);



- texts and treatises (continuations);
- digests and encyclopedias;
- statutes, regulations, legislation;
- looseleaf services;
- periodicals;
- legal reference (including practice materials); and,
- general reference.

An overwhelming majority of participants in focus groups and interviews indicated that it would be extremely difficult, time consuming, and potentially impossible to provide data needed to permit accurate cost projections regarding acquisitions by these categories. The project team learned that law libraries generally do not track their acquisitions using these categories. As a result, the questionnaire asked for total expenditures on on-going acquisitions and total expenditures on new acquisitions. Some libraries track this information.

Others keep financial information by publisher. However, financial information by publisher does not provide the necessary historical costs upon which to base a forecast. The project team determined that, given these limitations, the only alternative was to request summary historical cost data. This historical expenditure information would reflect the results of product pricing and buying decisions.

On-going acquisitions costs were defined in the survey questionnaire completion guidelines as "anything (the respondent) believed to be a logical cost commitment to be incurred annually beyond the initial purchase unless the law library makes a decision to end purchases....subscriptions and anything else of a continuing nature." New acquisition costs were defined in the survey completion guideline as anything new purchased in that fiscal year, whether or not it involved an on-going cost commitment. These definitions



notwithstanding, it was recognized that the sum of these two figures would likely be the most reliable historical information on which to base a cost projection assumption.

An additional, optional request was made regarding acquisitions data for the most recently completed fiscal year, to minimize the time spent by the potential respondent in analyzing buying patterns and pricing increases. The formats requested were either acquisitions and/or serials controls records, manual listings of all purchases made in the most recently completed fiscal year, or photocopies of invoices for everything purchased during the last fiscal year. Several respondents included this information. The invoices and computer printouts were analyzed by the Price Waterhouse team and a law librarian to determine buying patterns and pricing increases. Although the development of these percentage extrapolations to ascertain buying patterns was very labour-intensive, the project team determined it was necessary to request and analyze this information in order to enhance the accuracy of the cost projections.

Cost Recovery / Revenue Generation Initiatives

Information was requested regarding cost recovery and revenue generation historical financial data. In addition, cost recovery and revenue generation policies and practices information was requested to determine the extent to which law libraries recover costs and are planning to institute policies to extend cost recovery and revenue generation practices. We also requested data regarding the expected dollar impact of activities in these areas. It was anticipated that expected figures would be an indication of the depth of actual actions which may be implemented. This planning information was to be used in generating financial projection assumptions.



Cost Containment Initiatives

Information was requested regarding cost containment initiatives, for similar reasons to those discussed above for cost recovery initiatives. As with cost recovery, the respondents were asked for dollar amounts of the specific initiatives.

Years of Historical Financial Data

The initial terms of reference for the project included a need for five years of historical financial data. Focus group participants and interviewees noted that providing data beyond three years of previous information would be very difficult and in some cases impossible. It was determined that three years of historical data and current year budget figures would be sufficient to provide historical cost patterns.

Electronic Formats: On-Line DataBase Usage

The use of on-line databases was identified as a key cost category. Questions in the survey requested both the gross level of on-line costs and the associated cost recovery. Participants in the focus groups and interviews indicated that they could not provide detailed data on the use of specific databases. The survey requested attitudinal information regarding the current and future use of on-line databases in law libraries.

Electronic Formats: CD-ROM

CD-ROM technology has received extensive attention in recent years as the format of the future for publications. Research was conducted and enquiries were posed regarding the in-roads being made by this technology, the current status of development, and the barriers to introduction.



Operations Profile Data

Information was requested in various areas to understand the operations profiles for participants. This data was to be used for analysis of trends and cost patterns among different types of law libraries and in different geographic locations.

The data requested included:

- hours of operation;
- full time, part time, and other staffing;
- workload activity;
- interlibrary loan activities;
- facilities set-up (e.g. number of seats, work spaces, square footage, etc.); and,
- information regarding the depth and breadth of user groups.

Data Gathering External to the Survey Questionnaire

Additional data was gathered outside of the survey process regarding various factors which affect law library costs. Detailed information was prepared by experienced law librarians regarding the profile of law library systems in each province. A number of interviews were held with the major vendors of legal information in Canada. Interviews were also conducted with knowledgeable individuals in the United States to compare the American and Canadian experiences. The project team conducted extensive analysis of legal publications pricing over recent years to assess trends and developments. These efforts, coupled with background research on various studies and publications, provided additional information on which to formulate assumptions regarding cost projections.



4. Notations on Data Interpretation

The following is basic information which will help the reader understand the terminology used in this report for data interpretation.

4.1 Presentation Format

Cost and trend data has been presented through averages and medians. When appropriate, to provide additional information, minimum and maximum figures are also presented. The explanatory notes and definitions presented in this section are intended to improve the reader's understanding of the statistical information presented in the report.

4.2 Average

This is the value obtained by summing the individual values in a group and dividing by the total number of such individual values. It is otherwise referred to as the arithmetic average or mean.

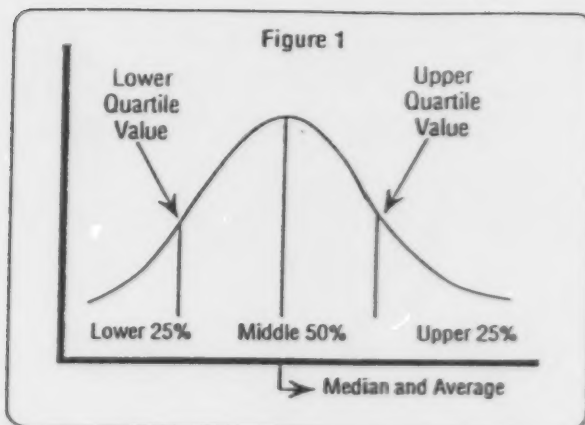
4.3 Median

This is the value obtained by arranging the data in sequence from low to high and selecting the middle value. In the event of an even number of data points, the median is the average of the two middle points.

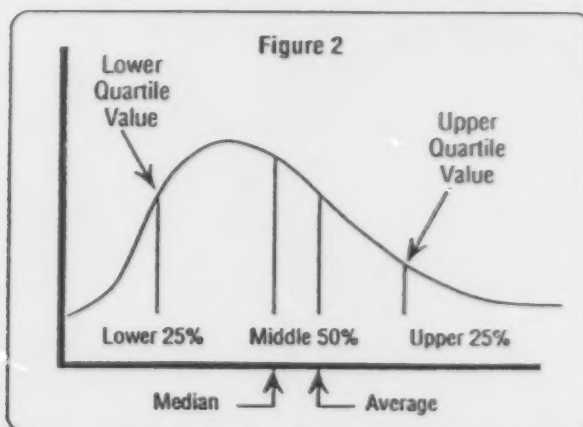
4.4 Average Versus Median

The average and the median are separate and distinct measures of central tendency in a group. For values that follow a normal distribution (i.e. bell-shaped curve), the median and average values are identical. See Figure 1 below:





However, an average value can be significantly influenced by a few extreme values. For example, a few unusually high data points will increase the average value. See Figure 2 below:



The median (i.e. middle value) is a more descriptive indicator of the central tendency of values. Because it is not based on the size of the individual figures above and below it, a median value is not influenced by relatively few unusually high or low values.



4.5 Excluded Data

Our practice has been to exclude certain data from any report and not calculate averages and mean values if there were less than three data points in a particular category.

4.6 Totals

In some tables and charts, a total is presented as well as the individual component figures. It should be noted that due to the way averages and medians are calculated, the sum of the individual figures will not necessarily add to the total.

4.7 Number of Responses

A number of participants did not respond or provide information to all sections of the questionnaire. In addition, specifically concerning financial information, some libraries do not incur certain types of costs and/or do not breakout some expenditures into component parts (e.g. their financial records may only include a single figure for compensation not broken down by full time, part time, etc). In these cases, when appropriate, the number of responses has been noted in various charts and tables when referencing medians and averages from the data base.



5. Profile of Respondents

In developing the strategy to analyze the cost of library operations, four broad categories of law libraries were considered. These included: Academic, Courthouse/Law Society, Government and Private Law Libraries. The private law libraries included both libraries in private law firms and corporate legal departments.

The following chart represents the distribution of questionnaires and the number of respondents.

Table 1
Response Rate from Survey

Respondent Group	Number of Questionnaires Distributed	Number of Responses	Percentage Response Rate
Academic Law Libraries	20	18	90%
Courthouse/Law Society Libraries	* 75	83 (locations)	* 75%
Government Law Libraries	** 17	12	70%
Private Law Libraries	123	76	62%

* Courthouse/Law Society Distribution and Responses

One questionnaire was sent to the majority of provinces for the key courthouse/law society library individual to respond for all courthouse libraries in the system, with the exception of Ontario, where individual questionnaires were sent to all 48 locations of county and district law libraries. Complete information on the courthouse/law society system was received from eight provinces and one territory. The response rate indicates a 75% return



based on the nine responses out of a total of twelve potential responses (10 provinces and 2 territories). With the exception of Ontario, financial information was provided for the entire provincial system and profile information was provided for individual locations. Therefore, the number of actual locations that provided information is eighty-three law libraries.

**** Government Responses**

Due to the nature of different provincial systems, two government law library responses (Manitoba and Alberta) were considered part of the courthouse/law society responses. The project team was pleased with the volume of the responses in the various categories, with the exception of the lack of response from the Law Society of Upper Canada (LSUC). Extensive efforts were made to obtain data from the LSUC Great Library Osgoode Hall including personal contact and offers of Price Waterhouse assistance in collection of the data. There was no response from the Great Library representatives to these personal contacts and offers. Therefore, information from the Great Library is not included in this report.

The participation rate was considered sufficient on which to base cost projection analysis.

5.1 Distribution of Responses

The following tables provide a detailed breakdown of the number of law libraries contacted, the number of questionnaires distributed and the number of responses received, by type of library, by province. With respect to the courthouse/law society responses, it was predetermined whether one individual would respond for a number of locations within a province, or whether a questionnaire was to be sent to each law library location.



Table 2 - TOTAL SURVEY RESPONSES BY PROVINCE

19

PROVINCE	NUMBER OF LIBRARIES CONTACTED	NUMBER OF SURVEYS DISTRIBUTED	NUMBER OF RESPONSES RECEIVED
ALBERTA	21	29	24
BRITISH COLUMBIA	25	25	62
MANITOBA	7	8	8
NEW BRUNSWICK	3	6	3
NEWFOUNDLAND	2	2	0
NORTHWEST TERRITORIES	1	1	0
NOVA SCOTIA	9	9	8
ONTARIO	113	117	57
PRINCE EDWARD ISLAND	1	1	1
QUEBEC	39	39	18
SASKATCHEWAN	5	5	5
YUKON	1	1	1
TOTAL	227	243	187 *

* Two anonymous surveys were received and included in the database but are not included in this total.



Table 3 - ACADEMIC LAW LIBRARY RESPONSES BY PROVINCE

20

PROVINCE	NUMBER OF LIBRARIES CONTACTED	NUMBER OF SURVEYS DISTRIBUTED	NUMBER OF RESPONSES RECEIVED
ALBERTA	2	2	1
BRITISH COLUMBIA	2	2	2
MANITOBA	1	1	1
NEW BRUNSWICK	2	2	2
NEWFOUNDLAND	0	0	0
NORTHWEST TERRITORIES	0	0	0
NOVA SCOTIA	1	1	1
ONTARIO	6	6	6
PRINCE EDWARD ISLAND	0	0	0
QUEBEC	5	5	4
SASKATCHEWAN	1	1	1
YUKON	0	0	0
TOTAL	20	20	18 *

* One Academic survey was received late and not included in the database.



Table 4 - COURTHOUSE/LAW SOCIETY LIBRARY RESPONSES BY PROVINCE

21

PROVINCE	NUMBER OF LIBRARIES CONTACTED	NUMBER OF SURVEYS DISTRIBUTED	NUMBER OF RESPONSES RECEIVED
ALBERTA	1	9	10
BRITISH COLUMBIA	1	1	45
MANITOBA	1	1	3 **
NEW BRUNSWICK	1	4	1
NEWFOUNDLAND	1	1	0
NORTHWEST TERRITORIES	1	1	0
NOVA SCOTIA	1	1	1
ONTARIO	48	48	16
PRINCE EDWARD ISLAND	1	1	1
QUEBEC	3	3	3
SASKATCHEWAN	1	1	1
YUKON	1	1	1
TOTAL	61	72	82 *

* One anonymous Courthouse/Law Society survey response was received and included in the database but is not included in this total.

** The Manitoba Government response was categorized as a Courthouse/Law Society response.



Table 5 - GOVERNMENT LAW LIBRARY RESPONSES BY PROVINCE

PROVINCE	NUMBER OF LIBRARIES CONTACTED	NUMBER OF SURVEYS DISTRIBUTED	NUMBER OF RESPONSES RECEIVED
ALBERTA	1	1	2
BRITISH COLUMBIA	3	3	2
MANITOBA	1	2	0 *
NEW BRUNSWICK	0	0	0
NEWFOUNDLAND	1	1	0
NORTHWEST TERRITORIES	0	0	0
NOVA SCOTIA	1	1	1
ONTARIO	4	4	4
PRINCE EDWARD ISLAND	0	0	0
QUEBEC	5	5	1
SASKATCHEWAN	2	2	2
YUKON	0	0	0
TOTAL	18	19	12

* The Manitoba Government response was received, but it was categorized as a Courthouse/Law Society response.



Table 6 - PRIVATE LAW LIBRARY RESPONSES BY PROVINCE

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PROVINCE	NUMBER OF LIBRARIES CONTACTED	NUMBER OF SURVEYS DISTRIBUTED	NUMBER OF RESPONSES RECEIVED
ALBERTA	17	17	11
BRITISH COLUMBIA	19	19	13
MANITOBA	5	5	4
NEW BRUNSWICK	0	0	0
NEWFOUNDLAND	0	0	0
NORTHWEST TERRITORIES	0	0	0
NOVA SCOTIA	6	6	5
ONTARIO	55	59	31
PRINCE EDWARD ISLAND	0	0	0
QUEBEC	26	26	10
SASKATCHEWAN	1	1	1
YUKON	0	0	0
TOTAL	129	133	75 ■

* One anonymous response was received and included in the database but is not included in this total.



5.2 Constraints Due to the Quality of Responses

Some responses did not contain all the information requested. A few respondents did not provide financial information. Other respondents could not, or did not, provide compensation costs broken out among full-time staff, part-time permanent, part-time casual and benefits as requested in the questionnaire. In addition, many respondents provided only a lump sum figure for acquisition costs instead of the breakdown between on-going and new acquisition costs. Members of the project team contacted most of these respondents and were informed that the information was unavailable. The lack of consistency in the responses limited the level of detail to which the costs analyses could be performed and consequently limited the level of detail associated with cost projections.

5.3 Selected Profile Information

The information which follows provides selected profile information to provide the reader with an appreciation of the size and scope of operations reflected in the data base.

Hours of Operation

Data was requested regarding the various hours of operation, including the number of hours when reference assistance was available, and when the library was staffed but reference assistance was not available. The following chart provides the results of the data reported. The number of responses represents the number of libraries with operating hours corresponding to the hours of operation category. This is noted in the upper right hand corner of the information box. The average and median values are based on total responses to this question.



Table 7
Hours of Operation Per Day

Category	Academic	Law Society / Courthouse	Government	Private
Staffed with Reference:				
Average - (hours)	9.00	3.7	8.17	7.38
Median -	8.5	2.0	8.0	8.0
Responses:	18	47	12	68
Staffed: No Reference				
Average - (hours)	5.44	0.76	*	0.32
Median -	6.5	0	*	0
Responses:	16	36	1	9
Open - No Staff All Users				
Average - (hours)	NR	2.11	11.5	14.14
Median -	NR	0	15.5	16
Responses:	0	13	9	66
Open - No Staff Select Users				
Average - (hours)	6.5	13.48	3.92	1.36
Median -	9.0	17	0	0
Responses:	12	56	3	8
Closed -				
Average - (hours)	3.06	3.95	*	0.92
Median -	0	0	*	0
Responses:	6	21	1	5

NR = no response

* Insufficient data



Staffing

Data was requested regarding full time, part time and other staffing. Based on the additional information supplied regarding average paid working hours, including regular time and paid overtime, as applicable, the project team calculated the Full Time Equivalent (FTE) Staffing for each of the categories of law libraries. The FTE calculation includes permanent employees, part-time permanent and casual staff and is calculated using the average paid working week and the total number of hours worked by the employees in each category.

Table 8
Full Time Equivalent Staffing

Full Time Equivalent	Academic	Courthouse/ Law Society	Government	Private
Responses	18	80	12	75
Average (people)	16.00	1.43	5.12	1.66
Median	16.27	0.34	2.33	1.6
Minimum	5	0.06	1	.11
Maximum	33.71	25.94	19.31	10.74

The largest staff figure for a single library was 48 staff members. There were 110 organizations with at least one full-time person on staff.

The number of responses and the average and median number of staff are summarized in the following table. The number of responses as indicated in the upper right hand corner of each box, represents the number of libraries with staff in the specified category. The average and median values are based on the number of responses to the actual question, and **not the total survey population**.



Table 9
Staffing

Category	Academic	Courthouse/ Law Society	Government	Private
Full Time Permanent:				
Average - (people)	12.39	1.90	0	1.64
Median -	11	0	2	1
Responses:	18	26	12	54
Full Time Contract:				
Average -	0.5	*	0.33	0.04
Median -	1	*	0	0
Responses:	6	2	4	3
Part Time Permanent:				
Average -	2.22	1.13	0.83	0.65
Median -	1	1	0.5	0
Responses:	15	41	5	38
Part Time Casual:				
Average -	7.94	0.20	0.25	0.19
Median -	4	0	0	0
Responses:	14	9	3	13
Other Staff:				
Average -	0.28	0.31	*	0.67
Median -	0	0	*	0
Responses:	4	6	1	26
Freelance:				
Average -	NR	*	*	0.19
Median -	NR	*	*	0
Responses:	0	2	1	12

NR - no response

* Insufficient data



Facilities

The following table provides information on the average and median square footage data for operations, the number of working spaces defined as the maximum number of practical spaces at which an individual could work comfortably, and the percentage of collection stored off-site. The average and median values are based on the number of responses in each category.

Table 10
Facilities

Category	Academic	Courthouse/ Law Society	Government	Private
Square Footage:	17	71	10	59
Average	31,513	2,111	3,339	1,314
Median	27,492	796	2,552	1,066
Working Spaces:	18	76	11	73
Average	329	11.9	11.7	9.3
Median	255	6	9	8
% Collection Off Site:	4	9	5	24
Average	1.06%	1.3%	3.1%	2.4%
Median	0	0	0	0



Work Week

Tables 11 to 14 provide information on the average and median number of hours worked in a week by full-time, part-time, casual and freelance staff in the four types of law libraries. The average and median values are based on the number of respondents with staff in the individual staff categories. For example, the average and median number of hours worked by part-time casual staff in Courthouse libraries are based on the data provided by the twelve courthouse/law society libraries reporting that they had part-time casual staff.

As presented in the following tables, the average work week for full time staff is between 35 and 36 hours. There is very little paid overtime. Approximately half of the academic, courthouse/law society, government and private respondents reported that they incurred unpaid overtime, averaging 2.8, 3.3, 1.8, and 3.5 hours per week respectively for full time professional staff.



Table 11
Average Hours Per Work Week

Category	Academic	Courthouse/ Law Society	Government	Private
Full Time, Professional:				
Average - (hours)	35.44	33.16	37.42	36.42
Median -	35	35	38	35
Responses:	18	19	12	45
Full Time, Non-Professional:				
Average - (hours)	35.16	32.45	37.00	35.54
Median -	35	35	37.5	35.00
Responses:	17	20	8	37
Part Time Permanent Professional:				
Average - (hours)	17.8	19.00	*	20.94
Median -	17	20	*	20.50
Responses:	5	5	1	16
Part Time, Permanent Non-Professional:				
Average - (hours)	20.27	9.23	*	17.48
Median -	20	6	*	17
Responses:	11	60	2	29
Part Time, Casual:				
Average - (hours)	12.36	15.92	13	15.33
Median -	9.5	15.5	10	9.5
Responses:	13	12	3	12
Freelance:				
Average - (hours)	NR	6.5	NR	9.31
Median -	NR	6.5	NR	8.00
Responses:	0	2	0	13

NR - no response

* Insufficient data



Table 12
Average Paid Overtime Hours Per Work Week

Category	Academic	Courthouse/ Law Society	Government	Private
Full Time, Professional:				
Average - (hours)	NR	*	0.42	*
Median -	NR	*	0	*
Responses	0	1	3	2
Full Time, Non-Professional:				
Average - (hours)	*	*	*	0.49
Median -	*	*	*	0
Responses:	1	1	1	6
Part Time Permanent Professional:				
Average - (hours)	NR	NR	NR	NR
Median -	NR	NR	NR	NR
Responses:	0	0	0	0
Part Time, Permanent Non-Professional:				
Average - (hours)	NR	0.17	*	*
Median -	NR	0	*	*
Responses:	0	3	1	1
Part Time, Casual:				
Average - (hours)	*	*	NR	NR
Median -	*	*	NR	NR
Responses:	1	1	0	0
Freelance:				
Average - (hours)	NR	NR	NR	NR
Median -	NR	NR	NR	NR
Responses:	0	0	0	0

NR - no response

* Insufficient data



Table 13
Average Unpaid Overtime Hours Per Work Week

Category	Academic	Courthouse/ Law Society	Government	Private
Full Time, Professional:				
Average - (hours)	2.8	3.3	1.83	3.53
Median -	2.5	0	0	3
Responses:	10	9	5	33
Full Time, Non-Professional:				
Average - (hours)	1.29	*	*	0.41
Median -	0	0	0	0
Responses:	3	2	1	7
Part Time Permanent Professional:				
Average - (hours)	*	0.2	NR	1.5
Median -	0	0	NR	0.5
Responses:	1	1	0	8
Part Time, Permanent Non-Professional:				
Average - (hours)	*	0.37	NR	0.07
Median -	*	0	NR	0
Responses:	2	5	0	2
Part Time, Casual:				
Average - (hours)	NR	*	NR	NR
Median -	NR	*	NR	NR
Responses:	0	1	0	0
Freelance:				
Average - (hours)	NR	NR	NR	NR
Median -	NR	NR	NR	NR
Responses:	0	0	0	0

NR - no response

* Insufficient data



Table 14
Total Hours (including Paid & Unpaid Overtime) Per Work Week

Category	Academic	Courthouse/ Law Society	Government	Private
Full Time, Professional:				
Average - (hours)	38.2	36.5	39.67	40.8
Median -	37.5	37	38.5	40
Responses:	18	19	12	45
Full Time, Non-Professional:				
Average - (hours)	36.88	32.85	37.88	36.43
Median -	35	35	37.5	35
Responses:	17	20	8	37
Part Time Permanent Professional:				
Average - (hours)	18.6	19.2	*	22.44
Median -	17	20	*	21.5
Responses:	5	5	1	16
Part Time, Permanent Non-Professional:				
Average - (hours)	21.58	9.77	*	17.72
Median -	20.5	6	*	20
Responses:	12	60	2	29
Part Time, Casual:				
Average - (hours)	12.43	16.08	13	15.33
Median -	9.5	14.5	10	9.5
Responses:	14	12	3	12
Freelance:				
Average - (hours)	NR	*	NR	9.31
Median -	NR	*	NR	8
Responses:	0	2	0	13

NR - no response

* Insufficient data



User Groups

Data was requested regarding the size of various types of user groups. The definition of a user group varies by type of law library. Table 15 provides average and median figures, as well as definitions, of the primary user groups for each of the four types of law libraries:

Table 15
Primary User Groups

Type of Library	Definition of Primary User Group	No. of Primary Users
Academic	Full Time Law School Faculty, All Law School Students 17 responses	Average: 648.00 Median: 528.00 Minimum: 128.00 Maximum: 2,202.00
Courthouse/ Law Society	Judiciary, Members of the Local Bar, Court Personnel, Court Clerks 75 responses	Average: 547.47 Median: 48.00 Minimum: 1.00 Maximum: 14,313.00
Government	Judiciary, Crown Counsel 10 responses	Average: 71.50 Median: 80.00 Minimum: 9.00 Maximum: 233.00
Private	Partners, Associates, Students 72 responses	Average: 64.00 Median: 52.00 Minimum: 9.00 Maximum: 282.00



6. Historical Costs and Analyses

6.1 Explanation of Cost Categories and Presentation Format

The project team performed an extensive review of historical cost information from the previous three years and the current year budget based on data provided by the respondent law libraries. Since the majority of librarians in the focus groups and interviews indicated that it would be difficult to obtain data from the prior three years, the consultants used budget figures from the current year to develop the trend analysis. Tables 16 to 19, which are historical cost analysis charts for the four types of law libraries, present percentage increase or decrease values for each of the major cost and revenue categories as requested in the survey. In addition, the charts present the most recent information on the median, average, minimum and maximum values for each of the cost categories.

To present the data in a concise format, the project team created a one page presentation of the Historical Cost Information.

The following is an explanation of the major cost categories used in this report.

6.2 Total Labour Costs

The Total Labour Cost category includes all costs associated with staffing as requested in the survey questionnaire. Included in this category are the total salaries and benefits for all employees including permanent, part time permanent, casual, and freelance staff. However, for the purposes of the historical cost analyses, the project team determined that due to the diversity in the types of staffing used by law libraries the most accurate picture of the overall cost of labour would be an analysis of **total labour costs**. For example, if only 25% of the private law libraries employ freelance librarians, it would be inaccurate for historical or projection purposes to assume that there is an average amount paid to



freelance services by every law library. The project team analyzed the costs in the categories that comprise compensation. These may be useful for libraries to determine historical changes given their particular staffing mix.

6.3 Acquisitions

Although the survey questionnaire requested information on both ongoing acquisitions and new acquisitions, many of the respondents did not provide a breakdown in these two categories. Therefore, it was necessary to group the two cost categories into one cost category. For those few law libraries which could report the breakdown of acquisition costs between new and ongoing, the trend line for ongoing acquisitions expenditures as a percentage of total acquisition expenditures for the last four years has been:

	Yr. 3	Yr. 2	Yr. 1	Current
Academic	84.5%	83.9%	84.3%	86.0%
Courthouse	80.8%	80.8%	79.7%	83.0%
Government	83.4%	86.3%	88.6%	92.6%
Private	81.1%	80.5%	81.1%	81.8%

6.4 Other Cost Categories

The other cost categories include On-line Charges, Contracted Out Binding, Photocopying, Allocated Costs, and All Other Costs as requested in the survey questionnaire. The charts provide historical cost information and trends for each of these categories.



6.5 Total Expenditures

The total expenditures category reports the average and median total expenditures for the current year based on the respondents' information. This category **is not the sum of all expenditures** shown on the charts. It includes the median and average total expenditures values for all law libraries in the particular category providing cost information for the current year. In addition, the minimum and maximum values for all libraries is provided.

6.6 Cost Recovery/Revenue

In addition to the information requested on expenditures, the survey also requested that the law libraries provide information on cost recovery and revenues from the last three fiscal years and the current budget. To analyze the overall impact of cost recovery on the library budget, the consultants have combined the items in this category for the purposes of the analysis.

6.7 Explanation of the Historical Cost Analysis Chart Format

The Historical Cost Analysis charts present current cost information and historical trends of cost increases or decreases. The following refer to the headings of the chart.

Cost Categories

The Cost Categories are presented on the left hand side of the chart.

Responses to Current Year Information (Resp.)

The second column (shaded) entitled **Resp.**, represents the number of respondents providing **Current Year** information on which the median, average, minimum and maximum



values are calculated. In some cases, respondents were able to provide current year information but not prior year information. Therefore, the number of respondents used to calculate **Current Year** figures may exceed the number of respondents used to calculate **Historical Trends**.

Current Year

The information provided includes the median, average, minimum and maximum values for all libraries in the particular category providing **Current Year** information.

Respondents for Historical Trend Calculations (Resp.)

The second shaded area entitled **Resp.**, indicates the number of respondents providing information upon which the consultants could determine the three year historical trend for each of the cost categories.

Historical Trend

The **Historical Trend** section provides the average and median percentage change in each of the Cost Categories for the four years of information - three historical years and one current budget year. The first column entitled **Year 3 to Year 2** represents the percentage change from the historical Year 3 to the historical Year 2 for each Cost Category. The second column represents the change from **Year 2 to Year 1** and the third column represents the change from **Year 1 to the Current Budget**. Both the median and average are presented as indicators of central tendency. These figures are not adjusted to account for previous cost containment initiatives that may already be in place (e.g. decisions to forgo purchase of monographics, cancellation of serials, or co-operative purchasing agreements between libraries).



Inflation Adjusted

The final section of the chart, entitled **Inflation Adjusted**, presents the **Historical Trend** information adjusted for the inflation rate over the prior three years. The inflation rate is based on the change in the Consumer Price Index as provided by Statistics Canada.

Example of Reading the Chart Information

Using the first chart for Academic Law Libraries as an example (Table 16, Page 41), 17 respondents provided Current Year Information for Total Labour Costs. The median dollar amount was \$486,264 and the average was \$549,312. The minimum value reported by the 17 respondents was \$249,626 and the maximum value was \$1,276,639.

In the Historical Trends section, 17 libraries provided information used to determine the historical trend of the Total Labour Costs. The median change in Total Labour Costs from the previous year (Y1) to the Current Year was 4.82% and the average change was 5.73%. Adjusted for inflation, the median change was -0.58% and the average change was 0.33%, i.e. labour costs decreased in real terms.



6.8 Academic Law Libraries - Historical Cost Analysis

The academic law libraries provided the highest level of response. Eighteen out of the twenty law libraries in Canada returned survey questionnaires. Of these responses, 17 provided financial information. A nineteenth law library provided a completed survey questionnaire after the analysis of historical costs had been performed. This law library's information is not included in this analysis.

Table 16 provides historical cost information for academic law libraries.



Table 16

Academic Law Libraries - Historical Cost Analysis

Cost Category	Resp.	Current Year				Resp.	Historical Trend Y3 to Y2 Y2 to Y1 Y1 to Cur.	Inflation Adjusted Y3 to Y2 Y2 to Y1 Y1 to Cur.					
		Median	Average	Minimum	Maximum								
Total Labour Costs	17	\$486,264	\$549,312	\$249,626	\$1,276,639	17	Median Average	7.29% 5.16%	8.20% 10.62%	4.82% 5.73%	2.29% 0.16%	3.40% 5.82%	-0.58% 0.33%
On-Line Charges, Gross Level	9	\$2,484	\$5,865	\$398	\$17,000	9	Median Average	0.00% 27.63%	0.00% 17.10%	16.30% 17.34%	-5.00% 22.63%	-4.80% 12.30%	10.90% 11.94%
Contracted Out Binding	14	\$13,000	\$14,678	\$3,781	\$44,500	14	Median Average	6.34% 12.94%	-2.55% 1.53%	7.30% 18.09%	1.34% 7.94%	-7.35% -3.27%	1.90% 12.69%
Photocopying, Gross Level	6	\$9,150	\$20,326	\$1,000	\$56,358	6	Median Average	2.63% 10.28%	4.48% 2.37%	3.97% 5.26%	-2.37% 5.28%	-0.32% -2.43%	-1.43% -0.14%
Allocated Costs to the Library	3	\$28,000	\$29,667	\$6,000	\$55,000	3	Median Average	0.00% 2.32%	25.00% 57.19%	10.58% 10.19%	-5.00% -2.68%	20.20% 52.39%	5.18% 4.79%
Acquisition Expenditures	17	\$386,060	\$428,457	\$227,851	\$796,952	17	Median Average	9.00% 9.45%	12.87% 12.79%	4.90% 5.38%	4.00% 4.45%	8.07% 7.99%	-0.50% -0.02%
All Other Costs	12	\$21,102	\$28,166	\$7,000	\$75,200	12	Median Average	9.31% 16.06%	19.10% 29.94%	1.55% -1.37%	4.31% 11.06%	14.30% 25.14%	-3.85% -6.77%
Total Expenditures	17	\$986,796	\$1,028,471	\$552,188	\$1,851,019								
Cost Recovery/Revenues	13	\$5,775	\$28,003	\$0	\$116,757	11	Median Average	10.24% 37.19%	18.73% 10.37%	0.00% -7.67%	5.24% 32.19%	13.93% 5.57%	-5.40% -13.07%

Total Labour Costs: Based on the results of the survey, labour costs were estimated to increase 5.73%, on average, in the current year over the prior year. Adjusted for inflation, the increase was a net of 0.33%.

Acquisition Expenditures: On average, acquisitions costs increased at 5.38% from the previous year to the current year. On an inflation adjusted basis, this was a decrease of 0.02% acquisitions in the current year.

The average labour and acquisitions costs account for 90.8% of the sum of the average of costs for academic libraries.

Other Cost Categories: Two cost categories appeared to have significant increases: on-line charges with an adjusted average increase of 11.94% and contracted out binding with an adjusted average increase of 12.69% over the prior year. Other cost categories such as Photocopying and Other Costs decreased on average -.014% and -6.77% respectively.

Cost Recovery/Revenues: Of the thirteen libraries providing information on cost recovery, the average expected recovery was \$28,003 with a minimum reported amount of \$0 and a maximum of \$116,757. This represents 2.72% of the average total expenditures in academic libraries. In addition, the libraries reported that the inflation adjusted average cost recovery will decrease by -13.07% from the previous fiscal year.



6.9 Courthouse/Law Society Libraries - Historical Cost Analysis

The respondents in this category provided financial information for library systems in provinces including British Columbia, Alberta, Saskatchewan, Manitoba, Quebec, Nova Scotia, New Brunswick, PEI and the Yukon. Data was not received for NWT and Ontario. In addition, several of the Ontario county law libraries provided responses. However, in order to provide an accurate overview of the cost of the Courthouse/Law Society system in the provinces, the financial information for the Ontario county libraries has been excluded from the financial analysis. This information was excluded to avoid a mixture of provincial systems and individual locations. However, all profile information and attitudinal responses from the Ontario county libraries have been included in the database and analyzed in the financial models.

Table 17 provides the historical cost analysis chart for courthouse/law society libraries.



Table 17

Courthouse\Law Society Law Libraries Systems - Historical Cost Analysis

Cost Category	Resp.	Current Year			Resp.	Historical Trend		Inflation Adjusted	
		Median	Average	Minimum	Maximum		Y3 to Y2 Y2 to Y1 Y1 to Cur.	Y3 to Y2 Y2 to Y1 Y1 to Cur.	
Total Labour Costs	12	\$124,278	\$457,383	\$16,000	\$1,451,400	10	Median Average	5.66% 11.94% 9.38% 7.18% 11.21% 8.77%	0.66% 7.14% 3.98% 2.18% 6.41% 3.37%
On-Line Charges, Gross Level	7	\$10,500	\$18,186	\$1,200	\$60,000	7	Median Average	38.61% 20.38% 3.18% 14.60% 6.49% 6.78%	33.61% 15.58% -2.22% 9.60% 1.69% 1.38%
Contracted Out Binding	5	\$2,175	\$13,063	\$1,500	\$29,000	5	Median Average	8.58% -19.74% 40.48% 6.03% -38.33% 24.88%	3.58% -24.54% 35.08% 1.03% -43.13% 19.48%
Photocopying, Gross Level	6	\$5,678	\$29,597	\$225	\$39,137	6	Median Average	22.15% 1.69% 8.25% 3.67% 2.31% 6.64%	17.15% -3.11% 2.85% -1.33% -2.49% 1.24%
Allocated Costs to the Library	3	\$32,522	\$33,645	\$11,845	\$56,567	3	Median Average	-12.03% 6.77% -14.73% -1.78% -4.20% 19.45%	-17.03% 1.97% -20.13% -6.78% -9.00% 14.05%
Acquisition Expenditure	12	\$285,447	\$435,222	\$15,080	\$1,409,610	11	Median Average	9.26% 11.20% 12.40% 6.46% 10.79% 12.21%	4.26% 6.40% 7.00% 1.46% 5.99% 6.81%
All Other Costs	6	\$68,334	\$117,362	\$1,200	\$363,904	6	Median Average	18.65% 12.58% 38.32% 6.12% 31.64% 596.82%	13.65% 7.78% 32.92% 1.12% 26.84% 591.42%
Total Expenditures	12	\$455,159	\$915,537	\$91,300	\$3,049,700				
Cost Recovery	9	\$32,500	\$69,827	\$0	\$203,843	8	Median Average	13.75% 22.20% -7.70% -1.02% 343.14% -27.17%	8.75% 17.40% -13.10% -6.02% 338.34% -32.57%

Total Labour Costs: Based on the results of the survey, labour costs were estimated to increase by 8.77%, on average, in the current year over the prior year. Adjusted for inflation, the increase was a net of 3.37%.

Acquisitions: Acquisition costs increased by 12.40%, on average, from the prior year to the current budget year. On an inflation adjusted basis, this is an increase of 7.0%.

The average labour and acquisitions costs account for 80.8% of the sum of all average costs for the courthouse/law society systems. The most significant other cost category is All Other Costs which accounts for 10.63% of the total of all average costs.

Other Cost Categories: Contract binding had a significant average increase of 24.88% from last year to the current year. Allocated costs also increased on average 19.45%.

Cost Recovery/Revenues: The nine courthouse/law society systems that reported cost recovery figures had an average decrease of -27.17%. The prior year's increase was 343.14%. These values are affected by a large increase representing a relatively small dollar amount.



6.10 Government Law Libraries - Historical Cost Analysis

Government law libraries for Manitoba and Alberta were deemed to be courthouse/law society libraries and were included in that analysis. Table 18 includes data for all significant government law libraries in Canada, with the exception of provincial figures for Newfoundland, the Attorney General in Ontario (Toronto) and the Federal Department of Justice location in Montreal.



Table 18

Government Law Libraries - Historical Cost Analysis

Cost Category	Resp.	Current Year			Resp.	Historical Trend Y3 to Y2 Y2 to Y1 Y1 to Cur.	Inflation Adjusted Y3 to Y2 Y2 to Y1 Y1 to Cur.
		Median	Average	Minimum	Maximum		
Total Labour Costs	8	\$90,100	\$191,279	\$4,200	\$773,406	4 Median Average	7.22% 4.94% 11.61% 9.52% 9.97% 10.16%
On-Line Charges, Gross Level	5	\$7,560	\$17,312	\$2,000	\$62,000	5 Median Average	13.60% 1.45% -27.10% 18.02% 13.85% -20.92%
Contracted Out Binding	4	\$2,657	\$4,304	\$900	\$11,000	4 Median Average	5.00% -6.83% 15.34% 15.14% -7.88% 1.33%
Photocopying, Gross Level	0	\$0	\$0	\$0	\$0	0 Median Average	-5.00% -4.80% -5.40% -5.00% -4.80% -5.40%
Allocated Costs to the Library	5	\$10,000	\$24,814	\$750	\$62,347	Median Average	29.47% 35.77% 4.01% 19.97% 34.58% -1.33%
Acquisition Expenditures	11	\$78,000	\$121,953	\$60,000	\$448,000	11 Median Average	14.20% 10.97% -0.18% 23.00% 2.83% -3.11%
All Other Costs	2	Insufficient data					
Total Expenditures	9	\$233,467	\$354,484	\$78,954	\$1,311,873		
Cost Recovery/Revenue		Insufficient data					

Total Labour Costs: The average labour cost for the current year in the government libraries was reported to be \$191,279. The historical trend in average compensation has shown a slight increase. The adjusted average increase in compensation has remained around 5.00% over the last four years. This adjusted average increase reflects both increased staffing levels and salary cost increases.

Acquisition Expenditures: The average reported acquisition costs were \$121,953 with a minimum of \$60,000 and a maximum of \$448,000 for government libraries. The acquisition costs data shows a steady decline in both the non-adjusted and adjusted percentage change, with the estimated average adjusted decrease in acquisition costs at -8.51% for the current year.

The labour and acquisitions costs account for 89% of the sum of all average costs for the government libraries.

Other Cost Categories: On an adjusted basis, and on average, the government libraries reported decreases in several cost categories from the prior year's figures. The estimated adjusted decreases were as follows: average on-line charges at -26.32%, contracted binding -4.07%, and allocated costs to the library at -6.73%. The decrease in these costs may be a result of budgetary constraints and not any reduction in the actual costs. An insufficient number of respondents provided information for the cost categories of Photocopying and Other Costs to provide a basis for analysis.

Cost Recovery: Only two government law libraries reported data for cost recovery. This was insufficient to provide any statistical analysis.



6.11 Private Law Libraries - Historical Cost Analysis

Private law libraries represented the greatest number of respondents by category. The majority of the firms were medium sized and large. A small number of responses came from smaller firms with no full-time staff.

Table 19 provides the historical cost information for private law libraries.



Table 19

Private Law Libraries - Historical Cost Analysis

Cost Category	Resp.	Current Year				Resp.	Historical Trend Y3 to Y2 Y2 to Y1 Y1 to Cur.	Inflation Adjusted Y3 to Y2 Y2 to Y1 Y1 to Cur.					
		Median	Average	Minimum	Maximum			Y3 to Y2	Y2 to Y1	Y1 to Cur.			
Total Labour Costs	55	\$49,800	\$70,844	\$5,000	\$334,407	33	Median Average	7.91% 10.60%	10.06% 20.11%	6.38% 1.48%	2.91% 5.60%	5.26% 15.31%	0.98% -3.92%
On-Line Charges, Gross Level	23	\$14,610	\$41,474	\$150	\$369,996	23	Median Average	29.63% 29.28%	22.45% 28.53%	7.28% 13.09%	24.63% 24.28%	17.65% 23.73%	1.88% 7.69%
Contracted Out Binding	25	\$1,300	\$1,589	\$77	\$1,268	25	Median Average	26.52% 22.30%	2.88% 58.93%	7.84% 3.95%	21.52% 17.30%	-1.92% 54.13%	2.44% -1.45%
Photocopying, Gross Level	4	\$2,550	\$2,600	\$800	\$4,500	4	Median Average	-4.70% -9.60%	7.59% -2.70%	7.35% 7.84%	-9.70% -14.60%	2.79% -7.50%	1.95% 2.44%
Allocated Costs to the Library	0	\$0	\$0	\$0	\$0	0	Median Average				-5.00% -5.00%	-4.80% -4.80%	-5.40% -5.40%
Acquisition Expenditures	58	\$40,097	\$91,099	\$12,831	\$293,000	58	Median Average	11.11% 9.04%	13.24% 7.81%	2.45% 0.36%	6.11% 4.04%	8.44% 3.01%	-2.95% -5.04%
All Other Costs	11	\$14,821	\$11,942	\$1,020	\$37,590	11	Median Average	27.78% 46.21%	8.41% 186.14%	13.22% 21.92%	22.78% 41.21%	3.61% 181.34%	7.82% 16.52%
Total Expenditures	67	\$122,649	\$160,578	\$5,000	\$998,932								
Cost Recovery	35	\$11,000	\$32,218	\$0	\$302,400	11	Median Average	28.85% 28.18%	4.71% 23.86%	10.48% 4.06%	23.85% 23.18%	-0.09% 19.06%	5.08% -1.34%

Total Labour Costs: The average estimated Total Labour Cost figure for the private law firms was \$70,844 for the current year. The average figure is high compared with the median of \$49,800 due to the participation of large law firms with substantial library operations. The historical trend in Total Labour Costs showed an average increase over the three years of 10.60%, 20.11% and 1.48%. The adjusted increase/decrease from the prior year to the current year is -3.92%.

Acquisition Expenditures: Average reported acquisition expenditures for the participating libraries were \$91,099 for the current year. The trend in acquisition expenditures has been an adjusted increase/decrease of 4.04%, 3.01% and -5.04%. In inflation adjusted terms, the acquisition costs have dropped by -5.04%.

The average labour and acquisitions costs account for 73.8% of the sum of all average costs. The other major cost category is On-line Charges which accounts for 19% of the sum of average expenditures.

Other Cost Categories: On an average adjusted basis, on-line charges were estimated to increase by 7.69%. Other Costs vary significantly in the different libraries participating with a maximum of \$37,590 and a minimum of \$1,020. The average Other Costs was \$11,942.

Cost Recovery/Revenues: Less than 50% of the participating firms provided information on cost recovery. Of these firms, the average expected recovery was \$32,218 with a median of \$11,000. The minimum recovery was \$0, which indicated at least one law library did not anticipate any recovery. The maximum recovery indicated was \$302,400. On an adjusted average basis, the anticipated Cost Recovery/Revenue was estimated to decline -1.34% over the previous year to the current year.



7. Cost Projections - Assumptions

The project team developed several assumptions to provide a basis for cost projections. In developing these assumptions, the consultants have acknowledged two key underlying assumptions.

7.1 Key Underlying Assumptions: Funding and Service Levels

In our research for this report, Price Waterhouse found that many law libraries are under significant budget pressures. Most, if not all, publicly funded libraries have faced budget cuts or budget constraints in recent years. The cost projection models have been developed based on the premise that funding will be available to cover the future law library costs. We realize that this may not be the case. However, in order to develop the cost projections, we have had to assume that there will be commensurate increases in funding to meet the projected cost increases. For example, we have assumed for the purposes of this report that if costs increase by 10%, that there will be an increase of 10% in funding to meet those costs. This funding assumption is required in order to develop the cost projection models.

The impact of restricted funding is relatively simple to predict. If costs in a law library increase by 10% and funding increases only 5%, then obviously future expenditures will only increase by 5%.

The other significant factor that was assumed to be a constant was the levels of service in the law library. The scope of this project did not warrant the investigation into the types of service and the consumers of those services in the law library. We have assumed, for the purposes of the cost projection models, that service levels will be constant. An increase in the levels of service (caused for example by a doubling of the primary users)



will obviously affect the overall cost increases. We have assumed that services levels will be a constant for the projection purposes.

Significant changes in funding, changes in current levels of service or a combination of changes would result in changes in the cost projections, as law libraries recalibrate their expenditure programs to meet new funding constraints or increased demands on levels of service. In addition, the reaction of individual libraries to funding or service level changes will not be necessarily consistent with other law libraries. For example, one library may reduce acquisition expenditures whereas another library may reduce hours of operations in response to the same level of funding reduction.

The implications of the constraints imposed by funding restrictions and levels of service on cost projections are discussed in Section 7.11 of this report.

The balance of the discussion regarding assumptions has been segmented under the following categories:

- 7.2 Historical Costs and Trends
- 7.3 Rate of Inflation
- 7.4 Labour Costs and Staffing Levels
- 7.5 Acquisitions Expenditures
- 7.6 Cost Containment Initiatives
- 7.7 Cost Recovery and Revenue Generation Initiatives
- 7.8 Interlibrary Loan Networking (ILL)
- 7.9 Technology
- 7.10 Capital Cost Forecast
- 7.11 Other Relevant Factors



7.2 Historical Costs and Trends

The project team reviewed the analysis of the historical costs and trends for the cost projections assumption. The consultants have used the averages in each cost category to provide the base level for the average library in each category. (This information is detailed in Section 6 of this report.)

The historical expenditures also reflect the cost avoidance and containment initiatives from prior years. In the focus groups and interviews, law librarians indicated that initiatives had been put in place. When considering the historical percentage trends, it was assumed that prior initiatives would remain in place.

7.3 Rate of Inflation

The increases in the CPI from Statistics Canada over the past seven years have been as follows:

Year	Increase
1991	5.4 % (twelve month rolling average to September, 1991)
1990	4.8 %
1989	5.0 %
1988	4.0 %
1987	4.4 %
1986	4.2 %
1985	3.9 %

The average increase over the last five years has been 4.6 %. As at the writing of this document, current forecasts of inflation for the near future range between 2.3% to 5.0%. **For purposes of the cost projections in this report, it will be assumed that the rate of inflation over the next five to seven years will be 5.0 % per annum.**



7.4 Labour Costs and Staffing Levels

This assumption includes the overall cost of labour for law libraries, not just the annual salaries and wages for individuals. The assumption requires consideration of: the total costs of labour over recent years; expected absolute increases/decreases in staffing levels; expected shifts between permanent and part time labour categories; and expectations regarding annual salary levels.

Information was requested regarding the intentions of respondents to reduce staff in the current year and/or over the next three years. The majority of respondents have no plans at this time to reduce staff. Consequently, it is assumed for this study that staffing levels will remain at relatively the same levels as the current year.

Salary levels which were reviewed from readily available sources, including Canadian Association of Law Libraries (CALL) data on this subject, do not provide any indication that there will be substantial increases in the annual salary levels. The Conference Board of Canada recently predicted that compensation increases will likely be in the area of 4.5%. From all appearances, it may be assumed that annual salary levels will approximate current rates of inflation and may be lower, depending on the circumstances facing each type of law library.

It is assumed that direct compensation for government, private, academic and courthouse/law society libraries will increase 4.0%, on average, per year, over the next five to seven years.

7.5 Acquisition Expenditures: the Pricing of Printed Material and Buying Decisions

The cost projection assumptions regarding acquisition costs include the overall costs of printed material acquisitions and the buying patterns of law libraries. Participants in focus



groups and interviews indicated that the level of detail the project team required to provide accurate cost forecasts could not be made available. Reliable information regarding buying patterns was also not available.

Development of assumptions in this area requires consideration of: historical expenditure trends for law libraries acquisition costs; the recent historical patterns for pricing printed materials; the overall average price increases in printed materials; vendor print product offerings; and buying decisions for printed material.

We requested summary information regarding on-going acquisitions costs and new acquisitions costs and have reviewed the historical trends data provided at this summarized level.

The project team conducted an analysis of individual printed material pricing over a three year period and a six year period based on data from a number of sources including information provided by some law libraries regarding their expenditure history on various titles. A selected sample of one hundred and eighteen Canadian titles was chosen for this pricing analysis. The sample included representative common and civil law titles. This sample was viewed as being a sufficient representation of standard material for law libraries. The titles used in this analysis are presented as Appendix E.

The consultants analyzed the historical price increases for the selected titles and developed a projected increase for each category.

Table 20 summarizes the historical pricing pattern over the last three years for each publication area based on cost information provided by some participating libraries for the selected titles. These cost increases may differ from publishers' list price increases. The projected increase for each category has been assumed to be the historical pattern.



Table 20
Acquisitions Cost Projection by Category

Publication Category	Projected Category Annual Increases
1. Digests, Reported Cases	21.80%
2. Digests, Unreported Case	4.50%
3. Law Reports	9.80%
4. Statutes & Regulations	11.90%
5. Reference	15.90%
6. Forms & Precedents	41.80%
7. Looseleaf Services	8.90%
8. Looseleaf Texts	8.00%
9. Periodicals & Journals	12.60%
10. Monographs	5.00%

The titles selected for each category can significantly influence the pricing increase calculations. In addition, by definition monographs could not be subjected to the same analysis as the other categories. The 5.0% figure is a subjective estimate, used to facilitate cost projection calculations.

The project team also analyzed selective titles for U.S. legal publications. An analysis of 37 U.S. titles resulted in an increase of 5.32% over the previous year.

As previously mentioned, we requested that respondents provide the project team with detailed information of the materials they had acquired in their most recently completed



fiscal year. Respondents were given a choice of format: acquisitions and/or serials controls records; a manual listing of all purchases made in the most recently completed fiscal year; or photocopies of invoices for everything purchased during the last fiscal year.

For those respondents providing sufficient material, the project team analyzed the data by categorizing titles on the supplied invoices. Totals were then calculated for the amount spent in each category. The percentage of the total costs that each category represented was then calculated. For example, if a law library provided invoices that showed a total of \$10 spent on law reports and the total expenditures or acquisitions was \$100, the project team calculated that 10% of the acquisitions budget was spent on law reports. By performing the analysis for invoices from each type of law library and for each category, the project team calculated the current buying patterns for each type of law library as presented on the following page.

Table 21 summarizes the buying patterns for each library type, i.e. these are the approximate proportional purchases mix for an acquisitions budget for each type of law library.



Table 21
Acquisitions - Buying Patterns

Publication Category		Type of Library			
		Academic	Courthouse /Law Society	Government	Private
1.	Digests, Reported Cases	6.27%	8.78%	13.71%	2.23%
2.	Digests, Unreported Cases	2.18%	2.75%	2.93%	1.28%
3.	Law Reports	23.73%	35.36%	31.39%	11.94%
4.	Statutes & Regulation	7.04%	5.46%	8.11%	10.92%
5.	Reference	13.60%	4.50%	16.40%	16.30%
6.	Forms & Precedents	2.31%	4.17%	2.28%	1.69%
7.	Looseleaf Services	5.76%	9.96%	8.14%	25.73%
8.	Looseleaf Texts	19.60%	24.75%	15.52%	13.37%
9.	Periodicals & Journals	6.92%	3.47%	0.52%	14.55%
10.	Monographs	12.62%	0.75%	1.00%	2.03%
Total		100%	100%	100%	100%

As part of the assumption set, the project team considered the background associated with the proliferation of printed materials in recent years. A number of factors influence the market for legal information and the proliferation of printed material. To varying degrees, these may also have a bearing on the assumptions regarding acquisition costs. The factors relevant to cost projection assumptions include the following:



- legal information publishing is a niche market, (i.e. generally a small arena for products and/or services with specialized features or specific consumer needs). Since niche markets do not usually exhibit cost plus pricing, the cost of product manufacture is not the deciding pricing factor. Pricing is usually characterized by what the "market will bear";
- in the late 1970's, vendors of legal information began to fill what was then termed as significant gaps in the printed body of legal information in Canada. It appears that these gaps have been substantially filled such that there will not be a significant increase in the breadth of new printed material in the intermediate future, nor is there any indication, based on interviews, that vendors are planning for the introduction of significant and new printed material sources;
- based on interviews with vendors and others, the impression is that legal printed material pricing increases at a rate of between one and three percent annually above the rate of inflation. (The pricing analysis conducted by the project team indicates a slightly higher pattern);
- in the late 1970's and early 1980's, the major vendors of legal information started competing more directly with each other, to the point where vendors have attempted to offer a full line of products to all lawyers. It is likely that broader product line strategies will continue, and there will not be any voluntary rationalization among vendors regarding their product lines other than that dictated by market conditions;
- the increasingly specialized areas of law has resulted in a commensurate increase in printed materials marketed to those practicing in specialized areas. This will continue;



- increasing specialization has led to a ready supply of authors for published material, given that under current circumstances, this is one of the few acceptable marketing initiatives by which lawyers can differentiate themselves from their competition. This will also continue;
- the proliferation of printed material has been sufficient so as to be characterized by some as resulting in information overload. This information overload situation will likely become more pronounced in the 1990's;
- in publishing, the key success factor for a niche market is print run volumes. In the Canadian legal information market, volumes per print run will continue to be relatively small;
- the major legal information vendors have traditionally possessed product lines which are considered, and are easily recognized, as their major "cash cow" products. In recent years, vendors have been attempting to develop specialties in other areas which would eventually be recognized by the market as an exclusive specialty of their organization. However, the distinctions between vendors' specialty product lines in these areas is blurred. This will continue;
- there is no history of discounting off list pricing as a competitive strategy for legal professional publications, although there appear to be discounts offered for volume buying. Discounting will not become a factor in legal publishing in Canada;



- vendors of legal products destroy unsold titles, which contributes to the fact that the used legal book market is relatively small. It is assumed that this will continue;
- vendors view their market for the significant majority of printed material as lawyers and not law libraries, with full recognition of the fact that about half of the Canadian bar in private practice is involved in one and two lawyer firms. We assume that this will continue;
- the proliferation of looseleaf material appears to have been based on two assumptions regarding vendors' markets: the need for 'currency', and the focus on practitioner oriented material. The increased frequency of updates is partially based on this assumption;
- the breakeven print run is likely lower with looseleaf products than, for example, hardcover texts and treatises. This, coupled with the surmise that price acceptance with looseleaf material is probably higher with lawyers and they likely perceive this format as more practitioner oriented and more current, has lead to the proliferation of looseleaf publishing; and,
- there is some debate as to whether looseleaf publication has levelled off (i.e., whether the market has been saturated for looseleaf product applications). We surmise that vendors will attempt to market the looseleaf format to the extent possible in the intermediate future.

For purposes of developing assumptions regarding cost projections, we have concluded the following regarding the market for printed material:



- vendors will not rationalize product lines such that perceived duplication of legal information will disappear, unless vendors' perceptions of market trends leads them to the conclusion that this is a rational business decision. The duplication of information as perceived by law libraries will continue for the foreseeable future;
- the value-added aspects of different types of publications are, and will continue for the intermediate future to be, subjective. Value-added definitions and perceptions will continue to be market driven;
- vendors will continue to look for opportunities to offer looseleaf services but the number of opportunities will not be as great as in recent years;
- there will be no significant new product line introductions in the intermediate future; and,
- the merger of any of the current competitors will have little immediate effect on product offerings.

Based on the research and analysis, we have assumed that:

- product pricing increases will continue in recent historical patterns; and,
- the average historical buying pattern will continue as presented from the analysis of information supplied through participants in the survey.

Based on the identified assumptions, the average annual projected increase in total acquisition costs for each of the four types of law libraries, assuming that current funding levels will not change and that buying patterns will remain constant, will be as follows:



Table 22
Projected Acquisitions Expenditures Increases

Library	Total Acquisition Cost Projected Annual Increase
Academic	11.3%
Courthouse/Law Society	12.0%
Government	12.8%
Private	11.6%

These percentages are based on historical costs. They indicate the level of annual increase in acquisitions expenditures required to maintain current levels of acquisitions. They are based on a "market basket" that includes English and French language titles. Without the French language titles, the annual increases change to: Academic 12.3%; Courthouse/Law Society 13.2%; Government 13.2%; and Private 12.5%.



7.6 Cost Containment Initiatives

We requested data regarding the current and planned level of cost containment initiatives in place in the four categories of law libraries. While the majority of the respondents indicated that they felt such initiatives would be required, most were unable to provide dollar values for these initiatives.

The following table indicates the number of libraries that are under pressure to reduce operating costs.

Table 23
Cost Containment Pressure Response

Library	Under Pressure to Reduce	No. of Responses Total Respondents
Academic	88%	15/17
Courthouse/Law Society	59%	19/32
Government	92%	11/12
Private	66%	48/73

The following four tables summarize the cost containment initiatives being undertaken. The percentage values are based on the total survey population. The financial impact of projected initiatives as indicated by the respondents is small, relative to current cost levels.



Table 24
Cost Containment Initiatives - Academic

Academic Law Libraries Cost Containment Initiatives	Implemented	Will Repeat	Will Be Implementing		Average Expected Cost Savings*
			This Year	Within 3 Years	
Terminate / Reduce Casual Staff	44%	33%	NR	NR	\$10,200 5 responses
Terminate / Reduce Part Time Staff	11%	11%	6%	NR	\$10,000 1 response
Terminate / Reduce Full Time Staff	17%	6%	NR	6%	NR
Cancel Multiple Copies	44%	11%	6%	11%	\$22,000 5 responses
Cancel Duplicative Materials	56%	44%	6%	11%	\$13,333 3 responses
Cancel Subscriptions / Continuations	67%	44%	NR	17%	\$39,750 6 responses
Cancel Hard Copy	39%	17%	17%	6%	\$1500 1 response
Stop New Acquisitions	33%	11%	11%	NR	NR
Reduce / Eliminate NonDocketed On-Line Services	6%	NR	NR	NR	NR
Other	11%	6%	NR	NR	NR

* Not all respondents provided potential savings information
 NR - No responses



Table 25
Cost Containment Initiatives - Courthouse/Law Society

Courthouse/Law Society Libraries Cost Containment Initiatives	Implemented	Will Repeat	Will Be Implementing		Average Expected Cost Savings
			This Year	Within 3 Years	
Terminate / Reduce Casual Staff	1%	1%	NR	NR	NR
Terminate / Reduce Part Time Staff	1%	1%	NR	1%	\$7,000 2 responses
Terminate / Reduce Full Time Staff	1%	NR	NR	NR	\$50,000 1 response
Cancel Multiple Copies	13%	4%	NR	NR	\$6,767 3 responses
Cancel Duplicative Materials	16%	6%	1%	NR	\$3,875 4 responses
Cancel Subscriptions / Continuations	19%	8%	5%	2%	\$13,540 10 responses
Cancel Hard Copy	2%	NR	NR	2%	NR
Stop New Acquisitions	4%	4%	2%	2%	\$5000 2 responses
Reduce / Eliminate NonDocketed On-Line Services	1%	NR	NR	NR	NR
Other	NR	NR	NR	1%	NR

NR - No responses



Table 26
Cost Containment Initiatives - Government

Government Law Libraries Cost Containment Initiatives	Implemented	Will Repeat	Will Be Implementing		Average Expected Cost Savings
			This Year	Within 3 Years	
Terminate / Reduce Casual Staff	8%	NR	NR	NR	\$24,000 1 response
Terminate / Reduce Part Time Staff	17%	8%	NR	NR	\$5,000 1 response
Terminate / Reduce Full Time Staff	8%	NR	NR	NR	NR
Cancel Multiple Copies	33%	8%	NR	NR	\$5,265 2 responses
Cancel Duplicative Materials	67%	33%	NR	NR	\$2,656 4 responses
Cancel Subscriptions / Continuations	67%	33%	NR	NR	\$18,341 3 responses
Cancel Hard Copy	33%	17%	NR	3%	\$1,767 3 responses
Stop New Acquisitions	33%	33%	8%	NR	\$7,167 3 responses
Reduce / Eliminate NonDocketed On-Line Services	NR	NR	8%	17%	\$19,333 3 responses
Other	8%	8%	NR	NR	\$2,500 1 response

NR - No responses



Table 27
Cost Containment Initiatives - Private

Private Law Libraries Cost Containment Initiatives	Implemented	Will Repeat	Will Be Implementing		Average Expected Cost Savings
			This Year	Within 3 Years	
Terminate / Reduce Casual Staff	5%	1%	1%	NR	\$10,750 2 responses
Terminate / Reduce Part Time Staff	11%	NR	1%	NR	\$5,200 1 response
Terminate / Reduce Full Time Staff	11%	NR	NR	3%	\$14,975 8 responses
Cancel Multiple Copies	25%	9%	NR	3%	\$7,438 8 responses
Cancel Duplicative Materials	42%	25%	4%	5%	\$2,719 19 responses
Cancel Subscriptions / Continuations	50%	29%	7%	5%	\$3,690 21 responses
Cancel Hard Copy	20%	11%	3%	12%	\$5,664 11 responses
Stop New Acquisitions	21%	13%	NR	4%	\$3,333 6 responses
Reduce / Eliminate NonDocketed On-Line Services	21%	8	3%	4%	\$300 4 responses
Other	8%	3	NR	3%	\$4,380 5 responses

NR - No responses



Based on the frequency of responses as indicated in the preceding charts and the fact that the estimated savings dollar figure is a small percentage of total expenditures, the project team concluded that there was insufficient data on cost containment to be used for cost projection assumptions.



7.7 Cost Recovery and Revenue Generation Initiatives

Information was requested regarding the current and planned level of cost recovery and revenue generation initiatives in place or planned in the four types of law libraries. The following four tables summarize the cost recovery and revenue generation initiatives being undertaken. The percentage values are based on the total survey population.



Table 28
Cost Recovery and Revenue Generation Initiatives - Academic

Academic Law Libraries Cost Recovery Initiatives	Currently in Place	Will Be Implementing		Average Expected Revenue
		This Year	Within 3 Years	
Initiate On-Line Charges	72%	NR	11%	\$1,330 4 responses
Raise On-Line Charges	6%	NR	17%	NR
Initiate an ILL Charge	50%	NR	6%	\$9,000 3 responses
Raise Current ILL Charge	28%	NR	6%	\$900 2 responses
Increase Docketing to Client	NR	NR	NR	NR
Initiate Staff Time Charge	NR	NR	33%	NR
Raise Staff Time Charge	NR	NR	NR	NR
Charge for Photocopying	39%	NR	6%	\$2,000 2 responses
Raise Photocopying Charge	11%	6%	11%	NR
Initiate Law Stamps	11%	6%	NR	NR
Raise Price of Law Stamps	NR	NR	NR	NR
Sell Books	33%	NR	6%	\$7,000 2 responses
Sell In-House Publications	11%	NR	6%	NR
Other	6%	NR	NR	\$6,000 1 response

NR - No response



Table 29
Cost Recovery and Revenue Generation Initiatives - Courthouse/Law Society

Courthouse/Law Society Libraries Cost Recovery Initiatives	Currently in Place	Will Be Implementing		Average Expected Revenue
		This Year	Within 3 Years	
Initiate On-Line Charges	8%	NR	1%	\$4,687 3 responses
Raise On-Line Charges	2%	NR	2%	\$700 1 response
Initiate an ILL Charge	1%	NR	2%	NR
Raise Current ILL Charge	NR	NR	NR	NR
Increase Docketing to Client	NR	NR	NR	NR
Initiate Staff Time Charge	NR	NR	1%	NR
Raise Staff Time Charge	NR	NR	NR	NR
Charge for Photocopying	17%	NR	1%	\$6,700 6 responses
Raise Photocopying Charge	2%	2%	5%	\$3,465 2 responses
Initiate Law Stamps	1%	NR	1%	NR
Raise Price of Law Stamps	NR	NR	NR	NR
Sell Books	7%	NR	NR	\$750 2 responses
Sell In-House Publications	6%	1%	NR	\$5,020 2 responses
Other	5%	1%	NR	\$19,333 3 responses

NR - No response

Table 30
Cost Recovery and Revenue Generation Initiatives - Government

Government Law Libraries Cost Recovery Initiatives	Currently in Place	Will Be Implementing		Average Expected Revenue
		This Year	Within 3 Years	
Initiate On-Line Charges	17%	NR	NR	NR
Raise On-Line Charges	NR	NR	NR	NR
Initiate an ILL Charge	NR	NR	NR	NR
Raise Current ILL Charge	NR	NR	NR	NR
Increase Docketing to Client	NR	NR	NR	NR
Initiate Staff Time Charge	NR	NR	8%	NR
Raise Staff Time Charge	NR	NR	NR	NR
Charge for Photocopying	8%	NR	NR	NR
Raise Photocopying Charge	NR	NR	NR	NR
Initiate Law Stamps	NR	NR	NR	NR
Raise Price of Law Stamps	NR	NR	NR	NR
Sell Books	NR	NR	NR	NR
Sell In-House Publications	NR	NR	NR	NR
Other	NR	NR	NR	NR

NR - No response



Table 31
Cost Recovery and Revenue Generation Initiatives - Private

Private Law Libraries Cost Recovery Initiatives	Currently in Place	Will Be Implementing		Average Expected Revenue
		This Year	Within 3 Years	
Initiate On-Line Charges	46%	4%	3%	\$15,945 6 responses
Raise On-Line Charges	7%	4%	4%	\$5,750 2 responses
Initiate an ILL Charge	3%	NR	NR	NR
Raise Current ILL Charge	NR	NR	NR	NR
Increase Docketing to Client	29%	4%	1%	\$12,500 4 responses
Initiate Staff Time Charge	25%	4%	3%	\$10,840 5 responses
Raise Staff Time Charge	7%	1%	4%	NR
Charge for Photocopying	21%	NR	NR	\$510 3 responses
Raise Photocopying Charge	3%	NR	1%	NR
Initiate Law Stamps	NR	NR	NR	NR
Raise Price of Law Stamps	NR	NR	NR	NR
Sell Books	7%	NR	3%	\$1,650 2 responses
Sell In-House Publications	3%	NR	NR	\$2,000 2 responses
Other	NR	NR	NR	NR

NR - No response

Based on these four charts we have assumed that planned cost recovery or revenue generation initiatives will not have a significant effect on the cost projections. Initiatives in these areas may be subject to policy decisions beyond the control of the law librarians.

7.8 Interlibrary Loan Networking (ILL)

Average Borrowing Pattern

Table 32 presents average borrowing patterns among the four types of law libraries as indicated by responses to our questionnaire. In reading this table, we see, for example that 80% of an academic law library's borrowing activities are, on average, from other academic libraries. These are based on the number of responses to the question and not the total survey population. Responses to this questionnaire were received from 17 academic law libraries, 24 courthouse/law society libraries, 10 government law libraries and 67 private law libraries.

As some responses were incomplete, the averages for each library type do not always total 100 percent.

The number of libraries shown represents the number of respondents indicating they borrowed from that type of library; for example, 17 academic law libraries indicated that they borrowed from other academic law libraries.



By continuing to use academic law libraries as our example, we can interpret the information summarized in Table 32 in the following ways:

- on average, an academic law library will conduct 80% of its ILL borrowing activities with other academic law libraries, 3% with courthouse/law society libraries, 8% with government law libraries, almost none with private law libraries, and 8% with other organizations;
- of the 17 academic law libraries, all 17 indicated they borrow from other academic law libraries, 6 indicated they borrow from courthouse/law society libraries, 13 indicated they borrow from government law libraries, 1 indicated it borrows from private law libraries and 6 indicated they borrow from other organizations; and,
- 1 academic law library indicated they were a net borrower.



Example

BORROWING (AVERAGE)		Academic	Explanation
(Institution Borrowed From)			
Academic	Average	80%	Academic libraries indicated that 80% of their borrowing is from other academic libraries
	No. of libraries	17	
Courthouse/Law Society Libraries	Average	3%	Academic libraries indicated that 3% of their borrowing is from courthouse/law society libraries
	No. of libraries	6	
Government Libraries	Average	8%	
	No. of libraries	13	
Private Libraries	Average	*	
	No. of libraries	1	
Other	Average	8%	
	No. of responses	6	
Net Borrower	Average	6%	One library indicated they were a net borrower
	No. of libraries	1	

* Insufficient data



Table 32
ILL - Average Borrowing Patterns

BORROWING (AVERAGE)		Academic	Courthouse/ Law Society	Government	Private
(Institution Borrowed From)					
Academic	Average	80%	38%	35%	19%
	No. of libraries	17	22	10	58
Courthouse/ Law Society Libraries	Average	3%	51%	31%	35%
	No. of libraries	6	20	8	54
Government Libraries	Average	8%	9%	26%	5%
	No. of libraries	13	8	7	30
Private Libraries	Average	*	2%	*	35%
	No. of libraries	1	4	2	60
Other	Average	8%	*	*	<1%
	No. of responses	6	2	1	22
Net Borrower	Average	6%	63%	91%	92%
	No. of libraries	1	12	10	44

* Insufficient data



Average Lending Pattern

Table 33 presents average lending patterns among the four types of law libraries. This table indicates, for example, that 47% of an academic library's lending activities, on average, are to other academic libraries. These averages are based on the number of responses to the question and not the total survey population. Responses to this question were received from 18 academic law libraries, 17 courthouse/law society libraries, 5 government law libraries and 44 private law libraries.

As some responses were incomplete, averages for each library type do not always total 100 percent.

The number of libraries shown represents the number of respondents indicating they lent to that type of library; for example 17 academic law libraries indicated that they borrowed from other academic law libraries.



If we again use academic law libraries as our example, we can interpret the information summarized in table 3 in the following ways:

- on average, an academic law library will conduct 47% of its ILL lending activities with other academic law libraries, 8% with courthouse/law society libraries, 12% with government law libraries, 27% with private law libraries, and 6% with other organizations;
- of the 17 academic law libraries, all 17 indicated they lend to other academic law libraries, 11 indicated they lend to courthouse/law society libraries, 14 indicated they lend to government law libraries, 14 indicated they lend to private law libraries and 7 indicated they lend to other organizations; and,
- 13 academic law libraries indicated they were net lenders.



Example

LENDING (AVERAGE)		Academic	Explanation
(Institution Lent To)			
Academic	Average	47%	Academic libraries indicated that 47% of their lending is to other academic libraries
	No. of libraries	17	
Courthouse/Law Society Libraries	Average	8%	
	No. of libraries	11	
Government Libraries	Average	12%	
	No. of libraries	14	
Private Libraries	Average	27%	
	No. of libraries	14	
Other	Average	6%	
	No. of response	7	
Net Lender	Average	93%	93% of academic libraries indicated that they were net lenders
	No. of libraries	13	

* Insufficient data



Table 33
ILL - Average Lending Patterns

LENDING (AVERAGE)		Academic	Courthouse/ Law Society	Government	Private
(Institution Lent To)					
Academic	Average	47%	3%	*	<1%
	No. of libraries	17	9	2	8
Courthouse/ Law Society Libraries	Average	8%	29%	6%	2%
	No. of libraries	11	15	4	13
Government Libraries	Average	12%	10%	18%	2%
	No. of libraries	14	6	5	10
Private Libraries	Average	27%	37%	*	95%
	No. of libraries	14	13	4	54
Other	Average	6%	9%	36%	3%
	No. of response	7	4	3	12
Net Lender	Average	93%	37%	9%	8%
	No. of libraries	13	7	1	4

* Insufficient data



ILL Activity Summary

Questions were posed regarding the importance/significance of ILL activity to law library operations in the near and intermediate future. Respondents were asked to indicate their perceptions of present and future ILL using a scale of 1 to 5 with 1 indicating very low importance or limited use and 5 indicating very high importance or of very high value.

Table 34 is a summary of the subjective information collected about library ILL activity. The **percentage yes** figures are calculated from the total number of responses to the specific questions.



Table 34
ILL Activity Summary

ILL ACTIVITIES		Academic	Courthouse/ Law Society	Government	Private
Current ILL importance to user demand	Average Rating	2	3	4	3
	No. of responses	17	29	11	71
Future ILL importance to user demand	Average Rating	3	4	4	4
	No. of responses	17	29	11	71
Future ILL importance to acquisitions	Average Rating	3	4	4	3
	No. of responses	15	28	11	70
Practical use of ILL	Average Rating	3	4	4	4
	No. of responses	18	29	10	71
ILL expansion	Percentage Yes	83%	75%	82%	63%
	No. of resp. Yes	15/18	21/28	9/11	43/68
Future cooperative acquisition initiatives	Percentage Yes	94%	58%	64%	37%
	No. of resp. Yes	16/17	15/26	7/11	25/67
Significance of ILL to cost reductions	Percentage Yes	44%	52%	55%	56%
	No. of resp. Yes	7/16	12/23	6/11	37/66
ILL required to hold costs to current levels	Percentage Yes	81%	86%	89%	68%
	No. of resp.	13/16	18/21	8/9	40/59
Feasible to increase ILL	Percentage Yes	82%	76%	89%	40%
	No. of resp. Yes	14/17	19/25	8/9	27/67

The great majority of respondents perceive an expansion of ILL activity. However, only about half of the respondents believe that this will contribute to cost reductions. A greater number of respondents believe that this will assist in holding costs at current levels. Although the level of response varies by type of law library, a significant number of respondents feel that it is feasible to increase ILL and that ILL is of practical use to their law library operation.

ILL Charges and Cost Recovery Summary

The following table summarizes the ILL charge and cost recovery information received. The percentages represent the number of **Yes** responses to the question as a percent of the total survey population.

Table 35
ILL Charges and Cost Recovery Summary

ILL CHARGES/COST RECOVERY	Academic	Courthouse/ Law Society	Government	Private
ILL charge in place	89%	23%	0%	1%
ILL charge to be implemented in current year	NR	NR	NR	NR
ILL charges will be implemented within 3 years	11%	1%	NR	NR
Will raise ILL charges in current year	28%	NR	NR	NR
Will raise ILL charges within 3 years	11%	NR	NR	NR
Average ILL costs recovered in the current year	\$6,543 6	*	NR	NR
Average expected ILL revenue	\$14,400 2	NR 0	NR	NR

NR - no response

* Insufficient data - only one library responded. The cost recovery from ILL was \$30.



As indicated in Table 35 only academic, courthouse/law society and private law libraries indicated that they have an ILL charge in place. The ILL cost recovery practices of the courthouse/law society and private firms are limited. The revenues obtained and expected from ILL charges are not substantial. **Thus, it is assumed that ILL activities will have no significant effect on cost projections for the next five to seven years.** However, this assumes that the publishing copyright cooperatives do not become more active.

7.9 Technology in Law Libraries

The changes in the practice of law and the marketplace for legal services will impact the nature and use of technology. Based on our experience working with law firms and legal organizations, the practice of law has become increasingly complex and competitive. The number of areas of specialization has increased, resulting in a greater demand for information. This demand is not just for greater access to information but also for increased speed of access.

7.9.1 Description

Technology can play a substantial role in providing access to information and enabling rapid delivery of information. For readers unfamiliar with current and emerging technology a description of several developments in technology and their application to law libraries is provided in Appendix G.

7.9.2 Barriers to Technology in Law Libraries

A number of barriers still exist to widespread use of information technology in law libraries. The following are examples:



- Acceptance by the users;
- Acceptance by the law librarians;
- Publishers unwillingness to provide electronic formats;
- High costs of electronic formats;
- Limitations of technology; and,
- Lack of standards.

Acceptance by the Users

The users of law libraries must accept the use of technology as an integral part of providing service. Based on our experience with law firms and legal organizations, many lawyers are reluctant to change. The reliance on printed materials and the credibility given the published materials must be replicated in the computer environment before technology can play a larger role. For many organizations, this will require a cultural shift.

Publishers

Another important element in the use of technology in law libraries is the provision of materials by publishers in electronic formats. Since the profits on published materials may be higher than on providing electronic versions, publishers may not have an incentive to move toward a provision of electronic information.



Costs

Based on the results of the INFOLEX survey, law libraries are facing budgetary constraints. Many libraries are having difficulties in maintaining current collections and staffing levels. The introduction of technology places further pressures on budgets and available funds. All costs of technology must be considered, including:

- Hardware and software;
- Cost of acquiring information (i.e. from publishers);
- Training;
- Implementation; and,
- Ongoing maintenance and support.

The problem often faced by publicly funded libraries is that funding is usually committed on a year-to-year basis while the introduction of technology requires a strategy and commitment over at least five years. As a result, the dilemma faced by law librarians is whether to make an investment in technology for one year without knowing whether funding will be available to continue with the technology plan. In order to resolve this contradiction, technology should be funded on a different basis than general library operations.

The other element of cost is charges for the use of technology. Because electronic information is often expensive, libraries may have to recover their costs through user fees. Few law libraries charge a direct cost associated with opening a book and looking at different pages. However, many computer services are priced this way. The issue of recovering the costs of providing better service through computers will have to be addressed in order to facilitate the expanded use of computers in law libraries.



Limitations to Technology

Although technology has progressed rapidly, there are still limitations to display technology that may restrict its use in law libraries. The display technology or monitors is still limited. While the hardware and software exist to allow a user to view several pages from different books on screen at the same time, the size of these pages must be reduced to fit the dimensions of the monitor. We anticipate that the monitor technology will continue to improve. However, the lack of large screen monitors at a reasonable cost may reduce the acceptance by users.

Lack of Standards

Another barrier to the expanded use of technology is the lack of standards for search techniques. Databases from different vendors require different search methods. As a result, a user must learn different programs to access information from different sources. The technology is less acceptable to users as this learning curve increases.

Acceptance by Law Librarians

Another factor affecting the use of technology in law libraries will be the acceptance by the law librarians. Law librarians must take into consideration all of the "barriers" identified by this study when making their decisions about technology's role in the library. If the law librarians are not convinced of the advantages of technology and are reluctant to expand the use of technology, it is unlikely that it will become a major factor in law library operations.



7.9.4 Potential Impact of Technology on Costs and Operations

If the barriers to the expanded use of technology in law libraries are addressed, the use of technology may have a major impact on costs and operations. For example, the filing of looseleaf services is labour intensive and time consuming. If the equivalent of looseleaf services were provided in an electronic format at a reasonable cost, it would eliminate the need to file supplements resulting in a saving of staff costs.

However, the cost implications of expanded use of technology are impossible to predict. Although library operations may become more efficient and able to provide faster service, these developments may require a higher level of training for staff and higher costs for additional equipment. These additional costs may be offset by user charges.

Since lawyers will continue to demand traditional library services for the foreseeable future, law libraries will need to provide both automated and traditional services. Library operations and the role of the law librarian and staff will continue to change. There may be less clerical work required and more assistance provided by the library staff in the use of computers. As well, the costs of acquiring the computers may result in a higher cost of operation. As a result, the introduction of technology may not produce any reduction in the cost of library services.



7.9.5 Summary of Survey responses

The project team requested information in the survey questionnaire on the perceptions of law librarians on the future role of legal information technology. The following is a summary of the responses.

Academic Libraries

Twenty-four percent (24%) of the librarians believe that on-line services will substantially replace printed publications within the next five years. Sixty-five percent (65%) have used publications on CD-ROM disks and twenty-four percent (24%) indicated that CD-ROM may replace some publications in the next five years. Eleven percent (11%) of the respondents thought microfilm may replace some publications.

Courthouse/Law Society Libraries

Three percent (3%) of the respondents indicated that they believe on-line services would substantially replace publications within the next five years. None of the Courthouse/Law Society libraries indicated that they had used CD-ROM and three percent (3%) of the respondents thought that CD-ROM would replace some publications. Twenty-three percent (23%) have microfilm and three percent (3%) felt that microfilm may replace some publications.

Government Libraries

Twenty-five percent (25%) of the respondents to the survey questionnaire indicated that on-line services would substantially replace printed publications within the next five years.



Nine percent (9%) have used CD-ROM and fifty-five percent (55%) indicated that CD-ROM may replace some publications. Fifty-five percent (55%) of the respondents have microfilm but only one respondent reported that microfilm could replace some publications.

Private Law Firms

Seventeen percent (17%) of the private law firm respondents indicated that on-line services would substantially replace printed publications within the next five years. Seven percent (7%) have used CD-ROM publications and twenty-five percent (25%) reported that CD-ROM may replace some publications. Thirty-one percent (31%) of the respondents have microfilm and 1% sees microfilm as a replacement for some publications.

7.9.6 Summary of Comments

The following is a summary of law libraries view on the future role of legal information technology. As mentioned above, while use of the new technologies is well underway, there is difficulty foreseen in the future.

On-line Services

The general responses indicated that the law librarians do not believe that on-line services will replace published materials as a primary source for legal information due to the following:

- lawyer reluctance to using computers;
- differences in on-line services and printed materials;
- costs; and,
- not enough equipment.



CD-ROM

The following were identified in comments as barriers to the use of CD-ROM

- Canadian materials are not appearing in CD-ROM in any volume;
- equipment is required;
- costs are high; and,
- changes in attitudes and usage charges.

Microfilm

In general, the respondents did not see microfilm as an alternative to published materials. A few respondents indicated that it may be useful for older law reports.

General

Other general comments indicated that lack of funds and costs were barriers while CD-ROM and interactive video were seen as may be technologies of the future.

Based on our extensive technology consulting work with legal organizations, **we are confident that technology will play a larger role in the law library of the future.** However, it is impossible to predict when this will occur or what will be the cost implications associated with this change. **There is no conclusive data upon which to base cost projection assumptions regarding technology. We have assumed it will have no impact for the purposes of this projection.**



7.10 Capital Costs Forecasts

Information was requested regarding the previous, current and planned capital expenditures for areas such as equipment and leasehold improvements. The following table summarizes the responses. The average and median values are based on the number of responses to the question. These were:

Table 36
Capital Expenditures

	Academic	Courthouse /Law Society	Government	Private
Previous 3 Year Total				
Average	\$112,431	\$18,300	\$18,115	\$14,006
Median	\$32,500	\$14,100	\$6,500	\$2,000
Minimum	\$0	\$0	\$0	\$0
Maximum	\$467,000	\$45,000	\$137,898	\$150,000
Current Year				
Average	\$14,890	\$4,500	\$12,348	\$7,316
Median	\$9,500	\$3,000	\$1,500	\$2,000
Minimum	\$0	\$0	\$0	\$0
Maximum	\$50,860	\$12,000	\$200,000	\$70,000
Planned 5 Year Total				
Average	\$586,119	\$39,200	\$84,696	\$17,400
Median	\$0	\$38,400	\$5,000	\$0
Minimum	\$0	\$5,000	\$0	\$0
Maximum	\$5,155,663	\$750,000	\$1,000,000	\$350,000



7.11 Other Relevant Factors

Other factors may have an impact on the cost projection assumptions. Based on data from the survey questionnaire, interviews, discussions with knowledgeable individuals in the United States, and the project team's observations, we have identified several other relevant factors.

Impact of Funding Constraints

As previously mentioned, the underlying assumption of the cost projections study is that the funding level and the level of service remain constant. If either of these two factors change significantly, (i.e., realistically meaning funding reductions and changes in service to users) cost projections will be affected by the behavioural reactions of individuals responsible for law libraries.

It appears that law libraries attempt to provide high levels of service in spite of increasing resource constraints which have resulted in gradual reductions in budgets. Users likely do not perceive the negative effects of a gradual budget reduction. The increasing hidden costs of these attempts to maintain service levels, in the face of gradual budget reductions, may include: excessive levels of overtime, an increasing reliance on interlibrary loan networking, staff absenteeism and turnover, and low morale. From a law library administration perspective, hidden costs such as these can not continue indefinitely.

Forecasting the law library reactions to restricted levels of funding requires the identification of when the crisis point is met. In this case: when does the individual responsible for a law library come to the conclusion that the law library can not function "as is" any longer?

It is the project team's perception that law libraries continually adapt to new circumstances. Law libraries will spend to the level of funds made available to them to provide the best



possible service to users. Gradual reductions in law library funding will lead to gradual reductions in expenditures and will gradually erode the services provided through law libraries. In general, a crisis point will likely not arise as a self evident event. It is the law library administrator who will determine when the crisis point is identified, and how it is justified and communicated to funding sources. Whether the information is understood and/or accepted is a separate issue.

Based on the survey and interviews, the response to funding reduction in the **short run** appears to be: cut collection acquisition costs (which is an explicit dollar expenditure) and increase the labour time spent on meeting a user's information request. The effects of this strategy include implicit hidden costs as noted above. The formula in the **long run** appears to be: cut collection acquisition costs and staff levels (both of which are explicit dollar expenditures) and decrease the level of personal service to primary and secondary users and/or the time taken to respond to user requests. Thus this becomes a question of the level and type of service to be provided, within a given funding level. This question can not be answered by this cost projection study.

How each law library reacts will not necessarily be consistent. There is no one set of operation and performance standards regarding levels of service, competing user demands, or the distribution of budget monies to meet the perceived service demands. A law library's reaction will be dictated by a number of factors including:

- the responsible individual's administration, communication, and negotiation skills;
- the level and complexity of the demand for service from a law library's user groups;



- the extent of required cost reduction versus previous actions in this area (i.e. how much leeway the law library has in light of any previous cost reduction actions taken);
- the composition of the law library's user group(s); and,
- the opportunities to recover costs and/or generate revenues from various initiatives.

Our analysis of the funding constraints regarding cost projections is this: the level of funding leads to a specific expenditure pattern, which is determined by a perceived level and type of law library service. Law library reactions to constraints will thus affect cost projections of the following factors, more likely separately in the short run, and in combination in the long run:

- the level of staffing;
- the user groups served;
- the breadth and depth of print collection; and,
- the extent of cost recovery practices employed.

Copyright

There are two aspects of copyright which may affect cost projections:

- Crown copyright; and,
- Copyright collectives.



This report is not intended to be a discussion of all the issues associated with Crown copyright. The question which concerns law libraries is whether provincial and federal governments will charge user, royalty or licensee fees.

The project team's review of Crown copyright issues did not provide a concrete basis on which to perform cost projections. This is because of apparent contradictions between statements made by government staff and official policy statements. It is our understanding that historically, user, royalty or licensee fees have not been charged for justice related material. Furthermore, it is our understanding that policy pronouncements do not give an indication that fees can be applied. For instance, at the federal level at this time: "No royalty or permission fees will be applied to Canadian publishers for the use of statutes or statutory orders and regulations or for judicial decisions." (Treasury Board Manual, Information and Administrative Management, Communications.)

However, in a recent submission by the Department of Justice Canada to the CLIC National Task Force on Access to Government Electronic information, this statement was made:

"Although here is no 'profit' motive in a project such as OARS, the potential for recovering all or some of the system costs will be an important consideration."

Within the context of this study (which is to develop cost projections), to include cost projections associated with Crown copyright would involve the following assumptions:

- that Crown copyright is applicable to primary source legal information;
- that governments will apply a fee for use of this information for printed and/or electronic formats;



- that governments will not incorporate a value-added aspect to formats of the information to be distributed that might justify fees (as with electronic formats for example);
- that there will not be a product offering from government which will compete with legal vendor products;
- that electronic formats of the printed information will be treated identically to printed versions;
- that a fee will be applied to both printed versions of primary source legal information and electronic formats; and,
- that there be an indication of what the fee level will be, how it will be applied, and whether there will be different fees for different materials.

The effect of copyright collectives on law library costs is unknown at this time. There is insufficient data on which to base a cost projection assumption. **Given all of the above, we do not have sufficient data on which to project the cost impact for the forecast period.**

Increase in the Number of Lawyers

Table 37 provides data regarding the number of lawyers in Canada.



Table 37
Increase in the Number of Lawyers by Province

Province or Territory	Law Societies Rolls			
	1988	1989	1990	1991
Alberta	4,613	4,808	4,951	5,167
British Columbia	6,231	6,652	6,892	7,290
Manitoba	1,794	1,825	1,825	1,872
New Brunswick	1,046	1,100	1,100	1,140
Newfoundland	413	422	430	474
Northwest Territories	289	294	276	281
Nova Scotia	1,734	1,780	1,820	1,878
Ontario	20,647	21,662	21,450	22,485
Prince Edward Island	138	141	151	158
Quebec - Advocates	11,463	12,056	12,672	13,746
- Notaries	3,045	3,045	3,045	3,045
Saskatchewan	1,677	1,728	1,749	1,801
Yukon Territory	177	168	165	171
TOTALS	50,972	55,681	56,526	59,508

Source: Canada Law Lists 1988-91 and supplemented by information from the Advisory Group (some of the law society numbers may be incorrect).

The increase in the number of lawyers on law society rolls from 1990 to 1991 was 6%.

There are a number of factors that indicate that the increase in the number of lawyers will affect publicly funded law library costs. These include:



- there will continue to be changes in the number and composition of law firms. We project that there will be fewer medium size law firms and more small and large firms in the next few years;
- law libraries will not necessarily offer the same types and levels of service to all users;
- decreasing levels of service may be planned or may evolve as a result of increased demand;
- lawyers are not currently the primary drivers of cost factors for academic law libraries but can be an overload factor; and,
- law libraries may have to further identify and segment user groups. Libraries may have to provide lower levels of service to non-primary users in order to live within resource constraints.

To include cost factor assumptions associated with increasing demand from an increasing number of lawyers would involve the following:

- an assumption that law libraries will offer the same levels of service to all users as the number of lawyers increase;
- a projection regarding the type of demand; i.e. research versus practitioner oriented materials and services; and,
- a projection regarding the geographical distribution of lawyers across Canada.



It is recognized that the absolute number of lawyers will increase in Canada and that, all other things being equal, these individuals will place greater demands on law libraries. **There is insufficient data upon which to forecast the effect of an increase in the number of lawyers on law library expenditures.**



8. Cost Projections

Tables 38 to 45 present summary data regarding the cost forecasts for the various types of law libraries. The **forecast base** costs are based on the average costs for the type of library. Using the assumptions discussed in Section 7, we present the impact of the assumptions on each cost category.

Individual assumptions are presented for each of the four types of law libraries.



8.1 Academic Law Libraries - Cost Projections

Total Labour Costs: An increase of 4.0% per annum has been assumed based on the factors identified in the previous section of the report.

On-Line Charges: An increase of 17% per annum has been assumed based on the historical trend with the average increases being 27.63%, 17.1% and 17.34%.

Contracted Out Binding: An increase of 5% has been assumed based on the historical trend of 12.94%, 1.53% and 18.09%.

Photocopying: An increase of 5.2% has been assumed based on the most recent historical trend number. 5.2% is slightly below the three year average increase.

Allocated Costs: Only three libraries reported that other costs were allocated. Therefore, data from this cost category was insufficient for cost projection purposes.

Acquisition Expenditures: An increase of 11.3% has been calculated based on the buying pattern and cost increase of the sample titles. Without French language titles, the increase will be 12.3%.

All Other Costs: A 5.0% increase was assumed. The historical trend was inconsistent with values of 16.06%, 29.94% and -1.37%.

Cost Recovery: A 5.0% increase was assumed due to disparate values in the historical trend. The three year historical trend of increases/decreases was as follows 37.19%, 10.37% and -7.67%.

Tables 38 and 39 present cost projections for academic law libraries.



Table 38

Academic Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	17	\$549,312	\$549,312	4.0%	\$571,284	\$594,136	\$617,901	\$642,617	\$668,322
On-Line Charges, Gross Level	9	\$5,865	\$5,865	17.0%	\$6,862	\$8,029	\$9,393	\$10,990	\$12,859
Contracted Out Binding	14	\$14,678	\$14,678	5.0%	\$15,412	\$16,182	\$16,992	\$17,841	\$18,733
Photocopying, Gross Level	6	\$20,326	\$20,326	5.2%	\$21,383	\$22,495	\$23,665	\$24,895	\$26,190
Allocated Costs to the Library	3	\$29,667	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	17	\$428,457	\$428,457	11.3%	\$477,044	\$531,141	\$591,372	\$658,434	\$733,100
All Other Costs	12	\$28,166	\$28,166	5.0%	\$29,574	\$31,053	\$32,606	\$34,236	\$35,948
Total Expenditures (sum of costs)		\$1,076,471	\$1,046,804		\$1,121,560	\$1,203,036	\$1,291,929	\$1,389,014	\$1,495,152
Cost Recovery/Revenues	13	\$28,003	\$28,003	5.0%	\$29,403	\$30,873	\$32,417	\$34,038	\$35,740

Table 39

Academic Law Libraries - Acquisitions Cost Projection

	Percentage Expenditure by Category	Average Dollar Expenditure by Category	Projected Category Increase	Projected Dollar Increase	Projected Expenditure
1. Digests, Reported Cases	6.3%	\$26,993	21.80%	\$5,884	\$32,877
2. Digests, Unreported Case	2.2%	\$9,352	4.50%	\$421	\$9,773
3. Law Reports	23.7%	\$101,673	9.80%	\$9,964	\$111,637
4. Statutes & Regulation	7.0%	\$30,179	11.90%	\$3,591	\$33,771
5. Reference	13.6%	\$58,135	15.90%	\$9,243	\$67,378
6. Forms & Precedents	2.3%	\$9,907	41.80%	\$4,141	\$14,048
7. Looseleaf Services	5.8%	\$24,679	8.90%	\$2,196	\$26,876
8. Looseleaf Texts	19.6%	\$83,978	8.00%	\$6,718	\$90,696
9. Periodicals & Journals	6.9%	\$29,647	12.60%	\$3,736	\$33,383
10. Monographs	12.6%	\$54,071	5.00%	\$2,704	\$56,775
Total	100.0%	\$428,614	11.34%	\$48,599	\$477,213

8.2 Courthouse/Law Society Library Systems - Cost Projections

Total Labour Costs: An increase of 4.0% per annum has been assumed based on the factors identified in the previous section of the report.

On-Line Charges: An increase of 6.8% per annum has been assumed based on the historical trend with the average increases being 14.6%, 6.49% and 6.78%.

Contracted Out Binding: An increase of 5.0% has been assumed due to the fluctuation in the historical trend of average increases. These were 6.03%, -38.33%, 24.88%.

Photocopying: An increase of 6.6% has been assumed based on most historical trend number.

Allocated Costs: Only three libraries reported that other costs were allocated. Therefore, the data for this cost category was insufficient for cost projection purposes.

Acquisitions Cost: An increase of 11.9% has been calculated based on the buying pattern and cost increase of the sample titles. Without French language titles, the increase will be 13.2%.

All Other Costs: A 5.0% increase was assumed. The historical trend was inconsistent. One law library reported an increase of over 3,000% from Year 2 to Year 1. This had a significant effect on the median and average values.

Cost Recovery: A 5.0% increase was assumed due to disparate values in the historical trend. The three historical trend was as follows: -1.02%, 343.14% and -27.17%.

The following are the cost projections for courthouse/law society libraries.



Table 40

Courtthouse/Law Society Library Systems - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	12	\$457,383	\$457,383	4.0%	\$475,678	\$494,705	\$514,494	\$535,073	\$556,476
On-Line Charges, Gross Level	7	\$18,186	\$18,186	6.8%	\$19,423	\$20,743	\$22,154	\$23,660	\$25,269
Contracted Out Binding	5	\$13,063	\$13,063	5.0%	\$13,716	\$14,402	\$15,122	\$15,878	\$16,672
Photocopying, Gross Level	6	\$29,597	\$29,597	6.6%	\$31,550	\$33,633	\$35,852	\$38,219	\$40,741
Allocated Costs to the Library	3	\$33,645	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	12	\$435,222	\$435,222	12.0%	\$487,275	\$545,553	\$610,801	\$683,852	\$765,641
All Other Costs	6	\$117,362	\$117,362	5.0%	\$123,230	\$129,392	\$135,861	\$142,654	\$149,787
Total Expenditures (sum of costs)	12	\$1,104,458	\$1,070,813		\$1,150,872	\$1,238,428	\$1,334,284	\$1,439,337	\$1,554,587
					7.5%	7.6%	7.7%	7.9%	8.0%
Cost Recovery/Revenues	9	\$69,827	\$69,827	5.0%	\$73,318	\$76,984	\$80,833	\$84,875	\$89,119

Table 41

Courthouse\Law Society Library Systems - Acquisitions Cost Projection

	Percentage Expenditure by Category	Average Dollar Expenditure by Category	Projected Category Increase	Projected Dollar Increase	Projected Expenditure
1. Digests, Reported Cases	8.8%	\$38,223	21.80%	\$8,333	\$46,555
2. Digests, Unreported Case	2.8%	\$11,982	4.50%	\$539	\$12,521
3. Law Reports	35.4%	\$153,901	9.80%	\$15,082	\$168,983
4. Statutes & Regulation	5.5%	\$23,781	11.90%	\$2,830	\$26,611
5. Reference	4.5%	\$19,759	15.90%	\$3,142	\$22,901
6. Forms & Precedents	4.2%	\$18,152	41.80%	\$7,588	\$25,740
7. Looseleaf Services	10.0%	\$43,360	8.90%	\$3,859	\$47,219
8. Looseleaf Texts	24.7%	\$107,710	8.00%	\$8,617	\$116,326
9. Periodicals & Journals	3.5%	\$15,081	12.60%	\$1,900	\$16,982
10. Monographs	0.8%	\$3,265	5.00%	\$163	\$3,428
Total	100.0%	\$435,213	11.96%	\$52,053	\$487,266

8.3 Government Law Libraries - Cost Projections

Total Labour Costs: An increase of 4.0% per annum has been assumed based on the factors identified in the previous section of the report.

On-Line Charges: An increase of 5.0% per annum has been assumed. The historical trend appeared to be an anomaly. The average increases were as follows: 18.02%, 13.85%, -20.92%.

Contracted Out Binding: An increase of 5.0% has been assumed due to the fluctuation in the historical trend of average increases. These were 15.14, -7.88%, 1.33%.

Photocopying: No government libraries reported photocopying costs.

Allocated Costs: An increase of 5.0% has been assumed. The average increase over the last three years was as follows: 19.97%, 34.58%, -1.33%.

Acquisitions Cost: An increase of 12.8% has been calculated based on the buying pattern and cost increase of the sample titles. Without French language titles, the cost increase will be 13.2%.

All Other Costs: An insufficient number of government libraries reported data for cost projection purposes.

Cost Recovery: An insufficient number of government libraries reported data for cost projection purposes.

The following are the cost projections for government law libraries.



Table 42

Government Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	8	\$191,279	\$191,279	4.0%	\$198,930	\$206,887	\$215,163	\$223,769	\$232,720
On-Line Charges, Gross Level	5	\$17,312	\$17,312	5.0%	\$18,178	\$19,086	\$20,041	\$21,043	\$22,095
Contracted Out Binding	4	\$4,304	\$4,304	5.0%	\$4,519	\$4,745	\$4,982	\$5,232	\$5,493
Photocopying, Gross Level	0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Allocated Costs to the Library	5	\$24,814	\$24,814	5.0%	\$26,055	\$27,357	\$28,725	\$30,162	\$31,670
Acquisition Expenditures	11	\$121,953	\$121,953	12.8%	\$137,563	\$155,171	\$175,033	\$197,437	\$222,709
All Other Costs	2	Insufficient data		0.0%	\$0	\$0	\$0	\$0	\$0
Total Expenditures (sum of costs)	9	\$359,662	\$359,662		\$385,245	\$413,247	\$443,944	\$477,642	\$514,687
Cost Recovery/Revenues	2	Insufficient data		0.0%	\$0	\$0	\$0	\$0	\$0

Table 43

Government Law Libraries - Acquisitions Cost Projection

	Percentage Expenditure by Category	Average Dollar Expenditure by Category	Projected Category Increase	Projected Dollar Increase	Projected Expenditure
1. Digests, Reported Cases	13.7%	\$16,714	21.80%	\$3,644	\$20,358
2. Digests, Unreported Case	2.9%	\$3,576	4.50%	\$161	\$3,737
3. Law Reports	31.4%	\$38,278	9.80%	\$3,751	\$42,029
4. Statutes & Regulation	8.1%	\$9,892	11.90%	\$1,177	\$11,069
5. Reference	16.4%	\$20,000	15.90%	\$3,180	\$23,180
6. Forms & Precedents	2.3%	\$2,786	41.80%	\$1,164	\$3,950
7. Looseleaf Services	8.1%	\$9,922	8.90%	\$883	\$10,805
8. Looseleaf Texts	15.5%	\$18,924	8.00%	\$1,514	\$20,438
9. Periodicals & Journals	0.5%	\$631	12.60%	\$80	\$711
10. Monographs	1.0%	\$1,225	5.00%	\$61	\$1,287
Total	100.0%	\$121,950	12.80%	\$15,615	\$137,565

8.4 Private Law Libraries - Cost Projections

Total Labour Costs: An increase of 4.0% per annum has been assumed based on the factors identified in the previous section of the report.

On-Line Charges: An increase of 13.1% per annum has been assumed based on the most recent historical average increase.

Contracted Out Binding: An increase of 5.0% per annum has been assumed based on the most recent historical average increase.

Photocopying: An insufficient number of private law libraries reported data for cost projection purposes.

Allocated Costs: No private law library reported allocated cost figures.

Acquisitions Cost: An increase of 11.5% has been calculated based on the buying pattern and cost increase of the sample titles. Without French language titles, the cost increase will be 12.5%.

All Other Costs: An insufficient number of private law libraries out of the total sample reported data for cost projection purposes.

Cost Recovery: A 4.1% increase has been assumed based on the most recent historical trend average increase.

The following is the cost projections for private law libraries.



Table 44

Private Law Libraries - Cost Projections

Cost Category	Resp.	Current Year Average	Forecast Base	Forecast Increase	Future Years				
					Year 1	Year 2	Year 3	Year 4	Year 5
Total Labour Costs	55	\$70,844	\$70,844	4.0%	\$73,678	\$76,625	\$79,690	\$82,878	\$86,193
On-Line Charges, Gross Level	23	\$41,474	\$41,474	13.1%	\$46,907	\$53,052	\$60,002	\$67,862	\$76,752
Contracted Out Binding	25	\$1,589	\$1,589	5.0%	\$1,668	\$1,752	\$1,839	\$1,931	\$2,028
Photocopying, Gross Level	4	\$2,600	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Allocated Costs to the Library	0	\$0	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Acquisition Expenditures	58	\$91,099	\$91,099	11.6%	\$101,666	\$113,460	\$126,621	\$141,309	\$157,701
All Other Costs	11	\$11,942	\$0	0.0%	\$0	\$0	\$0	\$0	\$0
Total Expenditures (sum of costs)	67	\$219,548	\$205,006		\$223,920	\$244,889	\$268,153	\$293,981	\$322,674
Cost Recovery/Revenues	35	\$32,218	\$32,218	4.1%	\$33,539	\$34,914	\$36,345	\$37,836	\$39,387

Table 45

Private Law Libraries - Acquisitions Cost Projection

	Percentage Expenditure by Category	Average Dollar Expenditure by Category	Projected Category Increase	Projected Dollar Increase	Projected Expenditure
1. Digests, Reported Cases	2.2%	\$2,032	21.80%	\$443	\$2,474
2. Digests, Unreported Case	1.3%	\$1,163	4.50%	\$52	\$1,216
3. Law Reports	11.9%	\$10,877	9.80%	\$1,066	\$11,942
4. Statutes & Regulation	10.9%	\$9,945	11.90%	\$1,184	\$11,129
5. Reference	16.3%	\$14,814	15.90%	\$2,355	\$17,169
6. Forms & Precedents	1.7%	\$1,542	41.80%	\$645	\$2,187
7. Looseleaf Services	25.7%	\$23,440	8.90%	\$2,086	\$25,526
8. Looseleaf Texts	13.4%	\$12,178	8.00%	\$974	\$13,152
9. Periodicals & Journals	14.6%	\$13,255	12.60%	\$1,670	\$14,925
10. Monographs	2.0%	\$1,853	5.00%	\$93	\$1,945
Total	100.0%	\$91,099	11.60%	\$10,568	\$101,667

9. Observations

CLIC requested that the project team comment on the impact of key issues on law libraries and the cost pressures/increases they face. The following are subjective observations based on our involvement with this project and our consulting experience in the legal community in general.

Data Availability

Assuming that the responses were as accurate as could be provided (i.e., to the lowest level of detail available), the project team was surprised that the detailed standardized types of information needed for our research were not available. The Infolex project should be construed as a first step towards gathering standardized financial data on a regular basis.

Those responsible for administering law libraries may have informal control of expenditures and may not rely on formal reporting systems to administer their law library. However, standardized financial information is required to understand historical, current and future costs. We suggest that data be collected annually and a survey report be published, which concentrates on the following key areas:

- financial expenditures, in the enquiry format of the survey questionnaire;
- headcount data, in the enquiry format of the survey questionnaire;
- total acquisition costs, broken down by ten categories, listed in this report, including eliminated titles; and,



- pricing information, tracked by a select group of titles which can be considered as a standard set of print material.

The survey could be a simple three page questionnaire, distributed through direct mail. The value of this annual survey would be to confirm or alter cost projections and provide a better basis to forecast in the future.

Law libraries may be limited in depth of financial records due to the fact that they may be tied to central financial systems, it will be useful for law libraries to share a common financial format regarding this information.

Perceived Duplication of Printed Material

Numerous law librarians have commented on the perceived duplication of printed material. The project team believes that these perceptions are subjective but may be correct. Vendors will continue to publish an assortment of titles until it does not make business sense. The project team does not perceive that law libraries will be able to influence the degree of duplication, i.e., to reduce what may be considered as unnecessary, other than through informed purchase of legal material.

Levels of Service and Funding

This study focussed on the costs of law library operations. Service levels and levels of funding are the other significant factors which shape law library operations. Costs should be reviewed in light of services provided to observe causal relationships and patterns. INFOLEX should proceed to its next phases to provide a more complete picture of law library operations, the costs of operations within the context of service and the level of funding required to meet the required service levels.



By analyzing and projecting law library costs, this report is the first step in understanding the operations of law libraries. The next steps will be to determine the appropriate levels of service that can be expected under the existing funding structures for law libraries in Canada.

Price Waterhouse

PRICE WATERHOUSE
TORONTO, APRIL 15, 1992



APPENDIX A
SURVEY QUESTION AND COMPLETION GUIDELINES (Final copy only)



INFOLEX

COST PROJECTIONS FOR LAW LIBRARIES

Survey Completion Guidelines

CANADIAN LEGAL INFORMATION CENTRE
CENTRE CANADIEN D'INFORMATION JURIDIQUE



600 est, avenue Eglinton Avenue East
Suite 205
Toronto, Ontario M4P 1P3
(416) 483-3802
Fax/Télécopieur: (416) 483-4436

161 ouest, avenue Laurier Avenue West
5th Floor/5^e étage
Ottawa, Ontario K1P 5J2
(613) 236-9766
Fax/Télécopieur: (613) 236-0761

INFOLEX

COST PROJECTIONS FOR LAW LIBRARIES

Survey Completion Guidelines

The following provides some of the information necessary to respond appropriately to the questionnaire. If you have any enquiries regarding any areas of the survey questionnaire, we encourage you to contact either of the following (call collect):

Janet Darby
Darby & Associates
(519) 869 - 2638
Fax: (519) 869 - 4156

or

Doug Horton
Price Waterhouse
(416) 365 - 8806
Fax: (416) 365 - 8248

For those questions which do not specifically ask for comments, please use the margins to add any explanatory information you feel is necessary.

Ce document est aussi disponible en français. Veuillez communiquer avec le bureau d'Ottawa du CCIJ (613-236-9766; télécopieur 613-236-0761) pour obtenir un exemplaire.

Section 1 Participant Identification

Please identify your organization, the individual to whom the study report should be sent, and an individual to whom questions may be posed regarding your organization's response.

Section 2 Operations Profile

The data from this section will help us understand the day-to-day working characteristics of each participating law library. The information will be used in cost analysis.

1 Hours of Operation

These definitions will help you complete this question:

- "Average weekday" refers to that part of the year which could be considered a period of "normal" or "usual" activity. For most libraries this will mean the fall, winter and a part of the spring months (except for vacation periods), but not the summer months. For example, in an academic library it means during the school term, in a private law library it means other than the spring and summer (when summer students are present). For law society and courthouse libraries it refers to those periods when courts are sitting.
- "Reference Assistance is Available" is defined as active assistance from library staff to help users use the collection, locate titles, perform on-line searches, etc;
- "Library Staff is Present but No Reference Assistance is Available" is defined as staffing the circulation control area, staffing exits, with staff possibly answering minor enquiries from users, eg. location of specific titles. This would likely be during off-peak hours in a library; and
- "No Library Staff is Present but Access is Permitted" may cover situations such as access to private collections at night, members with keys to a local courthouse library, etc. Please indicate whether all users are permitted access or only a select group of users are permitted access.

2 Staffing

We require data on the law library's staff complement. Please list the total number of staff and the total paid hours for all staff in a particular category, for an average week. The full-time equivalent for all staff will be calculated by the project team. For part-time staff, both permanent and casual, we request that you report the total hours for all individuals in each of these categories, for an average week. Part-time casual help may be defined as those individuals who perform basic manual and simple clerical tasks, such as shelving, on an hourly wage rate basis.

Staff who perform library duties, but who are paid outside the law library budget, may include receptionists who perform looseleaf filing, computer staff employed by a central Information Systems Department, etc.

"Freelance Library Services" refers to library services which involve the physical presence of an individual to perform a library service, professional or otherwise. Such services include but are not limited to: collection development and/or evaluation; cataloguing; setting up library procedures such as serials control, acquisitions control, circulation control; looseleaf filing; etc. The term does NOT include library services provided from a remote location, such as cataloguing services which depend upon long distance communications to supply the service.

The key areas of this questionnaire are full-time and part-time staff. With the exception of smaller law libraries which use freelance services, we suspect that the time associated with staff other than full-time or part-time will be very minor. If you do not have data readily available for these areas, please indicate by recording "N/A", not available. If these categories do not apply, please indicate so by stating "not applicable". You should not spend any time whatsoever in researching how much time is spent on law library duties by these categories of staff.

3 Working Hours

Please report the standard working week for the average staff member in paid hours for the various staff categories. The full-time category will likely be the organization's standard work week. For part-time categories, please give an average for a representative week. Please also indicate the average number of overtime hours (paid and unpaid) for each staff category.

Section 2 Operations Profile

4 Facilities

We request data regarding your physical facilities, including the cost of space occupied. We recognize that for non-profit law libraries there is likely no charge to the law library and that this likely also applies to private law firm and law department collections. A net/net cost per square foot figure may be obtained from the accounting department for those organizations which lease space.

5 Size of User Group and User Group Demand

Please complete the section applicable to your organization. For the first two columns, please indicate the size of your user groups as of September 15, 1991. If the average number of users over a year varies from this date, please provide the average figures.

In the "Actual Number" column we want figures only in those categories where the actual number of users is known. For the "Estimated Number" column, we do not want the total potential user population; instead we want an estimate of the number of users in that category who make demands on the library's resources. For example, for academic law libraries, we want an estimate of how many non-law school students use the law library, not the student enrolment for the university. If you can not provide reasonably accurate data, please respond with "N/A" (not available).

In columns 4 and 5, please indicate how much demand the various user groups place on your staff time and collection. Please use a scale of 1 to 5, where 1 is the least demanding and 5 is the most demanding.

6 Workload Activities

We need data on how law libraries divide the workload. We ask that you supply this information by completing three charts. Please do not spend more than a few minutes on this question. Your first best estimate is all that is required.

The first chart applies to full time staff and the second to part time permanent staff who have all the same benefits and responsibilities as full time staff. (This includes, for example, job sharing arrangements.) These charts are to be filled in for each staff member. (Please photocopy the chart if you have more than 6 staff members in these categories.) You may want to have individual staff members complete a column for themselves.

By contrast, the third chart is to be used for all other staff, grouped together under three categories: part-time casual staff, staff whose salaries are paid through another budget, and freelance library services. Each of the three categories should add up to 100% of all employment for that category. If you can not provide data regarding staff outside the law library budget and for freelance library services, please answer "N/A" (not available).

Following are definitions for each workload activity:

Acquisitions – Includes all procedures associated with the ordering and receipt of books and materials. (Book selection is included under Collection Development.)

Administration – Includes budget preparation, personnel management, report writing, space planning, etc.

Binding And Preservation - Includes preparation of loose parts for binding, in-house binding, repair and preservation.

Cataloguing – Includes all activities associated with cataloguing and classification.

Circulation Control – Includes maintaining user records, book sign-out records and procedures, overdues, recall procedures, book return procedures.

Collection Development – Includes book selection, collection analysis and evaluation, weeding.

Computer Assisted Legal Research (CARL) – CARL means on-line searching of commercial or in-house databases (legal or otherwise) to answer reference or research questions.

Computer Systems Activities – Includes set up and/or maintenance of computer facilities (hardware and software) for computer assisted legal research, CD-ROM, other library computer activities.

Section 2 Operations Profile

Interlibrary Loan (ILL) – refers to borrowing books or acquiring photocopies of items from other libraries or organizations; or to lending books or providing photocopies of items to other libraries or organizations, in response to a user's request.

This definition includes obtaining photocopies of judgments or other items from law book publishers. It also means that if your library is part of a network of libraries (such as a law society library), then the flow of books or photocopies between member libraries, or between a member library and a user, constitutes interlibrary loan.

For the purpose of "workload activities", interlibrary loan includes any activity associated with an ILL transaction, such as taking the request, bibliographic and location verification, completing ILL records or forms, etc.

Also for the purpose of "workload activities", ILL is distinguished from "Photocopying and Document Delivery" in that the latter encompasses 1) all library photocopying not related to ILL and 2) document delivery within one's own institution (i.e. without the involvement of another library or organization).

Law Library Instruction – Includes all formal library instruction programs, including library tours and orientation sessions, bibliographic instruction programs, training in computer assisted legal research, etc. (Informal "point of use" bibliographic instruction is included under Reference.) Also includes library staff training and instruction.

Legal Research – A process which involves full comprehension of a research question (through verbal or written communication with the requester), analyzing the question, identifying and locating the necessary sources to carry out the research, analyzing and synthesizing the information gathered, drawing conclusions and communicating the conclusions to the requester. (See also Reference and Quick Reference.)

Library Publications and Other Information Services – Includes preparation and production of bibliographies, pathfinders, finding aids, library guides, library newsletters, special indexing (eg. legal memos, court decisions), etc.

Looseleaf Filing – Includes filing looseleaf inserts, pocket part replacements.

Non-library Related Activities – Includes any activity not directly related to library activities, eg. accounting (i.e. non-library), office administration, etc.

Other Library Related Activities – Includes professional activities, attendance at meetings and conferences, contributions to professional projects, anything else not listed in other categories listed here.

Photocopying and Document Delivery – Includes all in-house library photocopying and document delivery, exclusive of interlibrary loan. (See also Interlibrary Loan.)

Quick Reference – Means responding to straightforward inquiries, usually of a directional nature. Quick Reference is distinguished from Reference in that the former does not necessarily require a knowledge of legal systems and sources.

Reference – Means responding to information requests which require an understanding of the nature of the request, identifying and/or providing the best source(s) needed to fulfil the request, and, if required, explaining how to use the source(s) identified. The term as used here is distinguished from Quick Reference by the fact that some knowledge of legal systems and sources is required.

Serials Control – Includes all activities associated with maintaining control over subscriptions, including receiving, checking in, claiming, routing, etc. (Binding of serials is included under Binding and Preservation.)

Shelving – Includes all aspects of book shelving, including shelving new items and re-shelving, shelving bound volume replacements for loose parts, shifting the collection to accommodate growth, etc.

7 Specific Enquiries

In this question we ask for general financial information relating to your library. The information will be used as part of the cost analysis. Please complete the section applicable to your organization. If there is anything not addressed in this section, please feel free to provide commentary to the extent you feel necessary.

The term "docket" means to record time spent and to charge back for that time, whether or not the charges are recovered or intended to be recovered.

Section 3 Annual Operating Costs Data and Other Financial Information

1 Expenses and Cost Recovery/Revenues

We request financial data for expenses incurred by the law library or attributed to the law library's accounting reporting.

The majority of costs associated with running a law library are for staff compensation and acquisitions. The project team determined that the majority of respondents would be able to provide financial data for these two cost categories for the immediately completed three fiscal years as well as the current year's budget. As previously mentioned, all data provided will be held in the strictest confidence. No data will be presented in any reporting which may be identified with any single organization.

"Benefits" means all employee benefits such as medical plan, dental plan, pension plan, etc. Include a figure here only if your institution applies a dollar value or percentage value to benefits which is recorded or reported as a library expenditure. Otherwise, record as zero.

"Freelance Library Services" refers to library services which involve the physical presence of an individual to perform a library service, professional or otherwise. Such services include but are not limited to: collection development and/or evaluation; cataloguing; setting up library procedures such as materials control, acquisitions control, circulation control; looseleaf filing; etc. The term does NOT include library services provided from a remote location, such as cataloguing services which depend upon long distance communications to supply the service.

"Allocated Costs to the Library" refers to any expense that is not necessarily incurred directly by the library but which is nevertheless attributed to the library as an expense by the parent institution.

"On-Going Acquisition Costs" are defined as anything you believe to be a logical cost commitment to be incurred annually beyond the initial purchase unless the law library makes a decision to end purchases. This would include all subscriptions and anything else of a continuing nature.

"New Acquisition Costs" are defined as anything new purchased in the current fiscal year, whether or not the purchase involves an ongoing cost commitment in the future.

"Cost recoveries" are any initiative to recover some or all costs associated with a service. It does not necessarily mean that 100% recovery is achieved.

2 Annual Collection Acquisition and Maintenance Costs

Cost projections are fundamental to this project. In order to make accurate cost projections, we need to obtain a detailed understanding of what your on-going and new acquisitions costs are at present. From preliminary work we completed through interviews and focus groups, it became obvious that the majority of law libraries do not have ready access to collection cost information at the level of detail required for the project.

We need to know the following:

- what you purchased in your last fiscal year (new acquisitions and ongoing subscriptions),
- who you purchased it from,
- how many copies you bought or maintained,
- how much you spent.

We can accept this information in one or more of the following formats:

- 1) acquisitions and/or serials control records,
- 2) a manual listing of everything purchased during the last fiscal year; or
- 3) photocopies of invoices for everything purchased during the last fiscal year. Each of these 3 options is explained on the following page:

Section 3 Annual Operating Costs Data and Other Financial Information

1) Acquisitions and/or Serials Control Records

If your acquisitions and/or serials control system is automated, provide one or more print-outs listing new purchases and ongoing subscriptions alphabetically by title, or any other sequence, or

If your acquisitions and/or serials control system is not automated, provide photocopies of acquisitions records (for example copies of order cards, order forms, or ledgers) listing new purchases and ongoing subscriptions alphabetically, or in whatever sequence is most convenient.

2) Manual Listing of All Purchases

If your library is relatively small and you are able to list all expenditures for the previous fiscal year, by title, please provide this information on two separate lists, in the following format:

On-going Acquisitions (see Definition Under 3.1)

Title	Vendor	Cost	no. of Copies
-------	--------	------	---------------

New Acquisitions (see Definition Under 3.1)

Title	Vendor	Cost	no. of Copies
-------	--------	------	---------------

3) Photocopies of invoices

If you are not able to supply cost information in any of the above formats, please supply photocopies of invoices for everything purchased during the last fiscal year. (Your Accounting Department should have all invoices for your organization filed alphabetically by vendor.)

The project team will complete the analysis from the data supplied.

3 Collection Acquisition Costs Three Year Background Information

In 3.1 you reported the law library acquisition costs for each year, over the last three years. We want to understand significant changes in your collection which have lead to significant increases or decreases in your total annual collection costs. Please provide the level of detail you believe to be appropriate.

4 Capital Costs

We need information on your capital costs, which are separate and distinct from operating expenditures, for the last three years and for the next five years. Capital expenditures may be defined as significant equipment expenditures, furniture, leasehold improvements charged directly to the law library's accounting records, etc. These are not to include costs relating to the law library's collection, which may be capitalized in some organizations' accounting records.

5 On-Line Usage Costs

We need data on the use of various on-line data base vendors in order to determine cost increase projections. (Ideally, we require the number hours of usage of various on-line data bases. Based on interviews and focus group discussions, we determined that this request would place a significant demand on a participant's time to search through multiple page invoices. The next best alternative is to request dollar values.) Please list the total dollars spent with each vendor, over the most recently completed fiscal year. The total for a twelve month period will be sufficient.

Under "Usage Expectations", please indicate whether you think your actual use (i.e. time on-line) of various systems will increase, decrease or stay the same over the next 3 to 5 years.

Section 4 Trends and Issues Commentary

1 Cost Increases

We request your comments on significant cost increases which have affected your law library over the last three years and which will affect you over the next three years. You may include comments related to vendor activities which affect all law libraries, as well as comments specific to your law library's circumstances.

2 & 3 Cost Containment and Cost Recovery/Revenue Generation Activities

We want to gain an understanding of how your organization has dealt with, and will deal with, substantial pressures to contain costs, if your law library is experiencing these pressures. It has been determined that there are only three practical alternatives open to law libraries in this area:

- reduce compensation by reducing the number of full-time or part-time staff;
- reduce collection acquisition costs;
- initiate or increase cost recovery/revenue generation activities; or
- all of the above in combination.

The expense impact of actions taken regarding the above should be reflected in your current year's budget. For actions planned, we want to know the amount of savings you expect to realize or the amount of revenues you expect to receive. Please note that, for purposes of cost projection assumptions, if a dollar amount is not reported in the far right hand column, we will assume that the action will likely not be taken, and that it has only been discussed by law library staff as a possible action.

"Duplicative material" means any publication which is perceived to be similar to or substantially the same as another publication.

4 Interlibrary Loan Activity

We request information regarding your interlibrary loan activities. "Interlibrary Loan" refers to **borrowing** books or acquiring photocopies of items from other libraries or organizations; or to **lending** books or providing photocopies of items to other libraries or organizations, in response to a user's request. This definition includes obtaining photocopies of judgments or other items from law book publishers. It also means that if your library is part of a network of libraries (such as a law society library), then the flow of books or photocopies between member libraries, or between a member library and a user, constitutes interlibrary loan.

5 Technology Applications/Expansion

We request your opinions on on-line services, CD-ROM, microfilm/microfiche and other technologies used in law libraries.

INFOLEX

COST PROJECTIONS FOR LAW LIBRARIES

Survey Questionnaire

CANADIAN LEGAL INFORMATION CENTRE
CENTRE CANADIEN D'INFORMATION JURIDIQUE



600 est, avenue Eglinton Avenue East
Suite 205
Toronto, Ontario M4P 1P3
(416) 483-3802
Fax/Télécopieur: (416) 483-4436

161 ouest, avenue Laurier Avenue West
5th Floor/5^e étage
Ottawa, Ontario K1P 5J2
(613) 236-9766
Fax/Télécopieur: (613) 236-0761

INFOLEX

COST PROJECTIONS FOR LAW LIBRARIES

Survey Questionnaire

This questionnaire is the key to the success of INFOLEX. Every question has been carefully selected to elicit the information we need to develop thorough and accurate cost projections for all types of law libraries. Although each question may have a different significance for each type of law library, we have not asked a question that is not absolutely necessary. Furthermore, we have tried to present the questions in as clear and easy to answer format as possible. As well, the questions have undergone comprehensive review by law librarians representing all types of law libraries.

We know that completing the questionnaire will impose on your time. Some areas will be simple to fill out while others will take longer. Overall, we estimate that it will take at least half a day to gather the data and fill out the answers. The questionnaire guidelines are intended to help you with the task. However, if you encounter a stumbling block don't hesitate to call either of the people listed below (call collect). We will work with you to find an efficient way to respond to the question.

Janet Darby
Darby & Associates
(519) 869-2638
Fax: (519) 869 - 4156

or

Doug Horton
Price Waterhouse
(416) 365 - 8806
Fax: (416) 365 - 8248

The survey data will be treated in the strictest confidence. All data presented in the report will be aggregated and no institution will be named.

The success of this project depends on your help.

Ce document est aussi disponible en français. Veuillez communiquer avec le bureau d'Ottawa du CCIJ (613-236-9766; télécopieur 613-236-0761) pour obtenir un exemplaire.

Code# _____ Private And Confidential

Section 1 Participant Identification:

Please identify the name of the person to whom the INFOLEX report should be sent. Please also identify the person who should be contacted regarding your organization's responses, if different.

Send Report to:

Name: _____

Title: _____

Organization: _____

Mailing Address: _____

Contact Regarding Enquiries☐ same as above, or

Name: _____

Telephone Number: _____

Note: Please feel free to contact either of the following at any time should you have any questions regarding the completion of this questionnaire. We are pleased to accept collect calls.

Janet Darby
Darby & Associates
(519) 869-2638
Fax: (519) 869-4156

or

Doug Horton
Price Waterhouse
(416) 365-8806
Fax: (416) 365-8248

Please return the completed questionnaire in the enclosed envelope by **November 20, 1991**, to:

Doug Horton
Price Waterhouse
7 King Street East
17th Floor
Toronto, Ontario
M5C 1A2

Section 2 Operations Profile

1. Hours of Operation

Please complete the following chart for hours of operation. The hours of operation should represent an average weekday.

Hours of Operation When:	Number of Hours
Reference Assistance is Available	_____
Library Staff is Present but No Reference Assistance is Available	_____
No Library Staff is Present but Access is Permitted:	
To all Users or	_____
To Select User	_____
Not Open/No Access to Users	_____
Total	24 Hrs.

2. Staffing

Please list the total number of staff at your law library for the categories listed below. Please also list the total paid hours in an average week.

	Number of Staff	Total Paid Hours Per Week, On Average
Full Time, Permanent	_____	_____
Full Time, Contract or Term	_____	_____
Part Time, Permanent	_____	_____
Part Time, Casual	_____	_____
Staff Who Perform Library Duties, (but are paid through another budget)	_____	_____
Freelance Library Services (If Applicable)	_____	_____

Note: Price Waterhouse will calculate full time equivalents.

3. Working Hours

Please list:

- the number of hours in your standard working week for each staff category,
- the average number of overtime hours (paid and unpaid) worked for various staff categories.

	Average Work Week Hours (paid)	Overtime Hours (paid)	Estimate of Overtime Hours (unpaid)
Full Time (Professional)	_____	_____	_____
Full Time (Non-professional)	_____	_____	_____
Part Time, Permanent (Professional)	_____	_____	_____
Part Time, Permanent (Non-professional)	_____	_____	_____
Part Time, Casual	_____	_____	_____
Freelance Library Services (If Available)	_____	_____	_____

4. Facilities

a) How many seats do you have in your law library: _____ seats.

b) What is the effective number of work spaces (i.e. this is not the actual number of seats resulting from a chair count but rather the number of spaces which allow for practical research work): _____

c) When were your current facilities first occupied by the law library: _____

d) What percentage of your collection is stored outside library premises (not readily accessible by your users or stored off-site): _____ %

e) What is the total square footage of your law library: _____ sq. ft.

f) Is it possible for you to report the cost of leasing your premises, eg. the cost per square foot: (check one of)

☐ yes ☐ no ☐ do not know ☐ not applicable

If yes, what is the net/net cost per square foot for your space: \$ _____ per sq. ft.

g) Is any component of your collection housed in compact shelving?

☐ yes ☐ no

If so, approximately what percentage _____ %

h) If your collection is located in the same building, in how many different locations, and/or on how many different floors is it located:
_____ locations _____ floors

Is your collection located in more than one building, either in the same geographic area or in different geographic locations (eg. satellite collections, branch libraries)

☐ yes ☐ no

If yes, how many, including main collection: _____

Section 2 Operations Profile

5. Size of User Groups and User Group Demand

Please complete the section applicable to your organization. If you have other user groups not listed here, please indicate those groups.

	Actual Number	Estimated Number	Demand on staff time					Demand on collection				
			1 least	2	3	4	5 most	1 least	2	3	4	5 most
Private Law Libraries (i.e. law firms and corporate law departments)												
Partners*	_____		1	2	3	4	5	1	2	3	4	5
Associates	_____		1	2	3	4	5	1	2	3	4	5
Articling Students	_____		1	2	3	4	5	1	2	3	4	5
Law clerks/Paralegals	_____		1	2	3	4	5	1	2	3	4	5
Other staff	_____	_____	1	2	3	4	5	1	2	3	4	5
Other Law Libraries with which you regularly network (ILL)		_____	1	2	3	4	5	1	2	3	4	5
*For corporate law libraries include all lawyers in the department under this heading.												
Government Law Libraries												
Judiciary	_____		1	2	3	4	5	1	2	3	4	5
Crown Counsel	_____		1	2	3	4	5	1	2	3	4	5
Members of the Bar (if collection open to non-government employees)	_____	_____	1	2	3	4	5	1	2	3	4	5
Court Clerks (if collection open to them)	_____		1	2	3	4	5	1	2	3	4	5
Court Personnel (if collection open to them)	_____	_____	1	2	3	4	5	1	2	3	4	5
Others in Your Government Department/Agency	_____	_____	1	2	3	4	5	1	2	3	4	5
Other Government Departments/Agencies	_____	_____	1	2	3	4	5	1	2	3	4	5
Others (eg. General Public)	_____	_____	1	2	3	4	5	1	2	3	4	5
Other Law Libraries with which you regularly network (ILL)		_____	1	2	3	4	5	1	2	3	4	5
Academic Law Libraries												
Law School Faculty, Full Time	_____		1	2	3	4	5	1	2	3	4	5
Law School Faculty, Part Time	_____		1	2	3	4	5	1	2	3	4	5
Law School Undergraduate Students	_____		1	2	3	4	5	1	2	3	4	5
Law School Graduate Students	_____		1	2	3	4	5	1	2	3	4	5
Non-law School Faculty	_____	_____	1	2	3	4	5	1	2	3	4	5
Non-law School Students	_____	_____	1	2	3	4	5	1	2	3	4	5
Members of the Bar	_____	_____	1	2	3	4	5	1	2	3	4	5
Judiciary	_____	_____	1	2	3	4	5	1	2	3	4	5
Paralegals/Law Firm Students	_____	_____	1	2	3	4	5	1	2	3	4	5
Court Clerks (if collection open to them)	_____	_____	1	2	3	4	5	1	2	3	4	5
Court Personnel (if collection open to them)	_____	_____	1	2	3	4	5	1	2	3	4	5
Others (eg. general public)	_____	_____	1	2	3	4	5	1	2	3	4	5
Other Law Libraries with which you regularly network (ILL)		_____	1	2	3	4	5	1	2	3	4	5

Section 2 Operations Profile

	Actual Number	Estimated Number	Demand on staff time					Demand on collection				
			1 least	2	3	4	5 most	1 least	2	3	4	5 most
Law Society/Courthouse Libraries												
Judiciary			1	2	3	4	5	1	2	3	4	5
Members of the Local Bar			1	2	3	4	5	1	2	3	4	5
Visiting Lawyers			1	2	3	4	5	1	2	3	4	5
Law Students			1	2	3	4	5	1	2	3	4	5
Court Personnel (eg. court reporters, law enforcement individuals)			1	2	3	4	5	1	2	3	4	5
Court Clerks			1	2	3	4	5	1	2	3	4	5
General public			1	2	3	4	5	1	2	3	4	5
Other Law Libraries with which you regularly network (ILL)			1	2	3	4	5	1	2	3	4	5

6A. Workload Activities

Workload activities: for full-time staff members

Please photocopy this chart if your staff exceeds 6 positions.

- All columns should add up to 100%.
- Use one column for each staff member.
- Please do not spend more than a few minutes completing this part of the questionnaire. Your best estimates are sufficient.

Workload Activity	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6
*Quick Reference						
*Reference						
*Legal Research						
*Computer Assisted Legal Research						
All Interlibrary Loan Activities						
Photocopying and Document Delivery (exclusive of ILL activities)						
Law Library Instruction (users and new staff)						
Library Publications and Other Information Services						
Collection Development						
Acquisitions						
Serials Control						
Cataloguing						
Circulation Control						
Filing (looseleaf)						
Shelving						
Preservation/Binding						
Administration						
Computer Systems Activities						
Professional Activities						
Other Library Related Activities						
Non-Library Related Activities						
Total	100%	100%	100%	100%	100%	100%

*If you do not differentiate among these four categories, please provide a single percentage figure.

Section 2 Operations Profile

6B. Workload Activities

Workload activities: for part-time permanent staff members

Please photocopy this chart if your staff exceeds 6 positions.

- All columns should add up to 100%.
- Use one column for each staff member.
- Please do not spend more than a few minutes completing this part of the questionnaire. Your best estimates are sufficient.

Workload Activity	Staff 1	Staff 2	Staff 3	Staff 4	Staff 5	Staff 6
*Quick Reference	_____	_____	_____	_____	_____	_____
*Reference	_____	_____	_____	_____	_____	_____
*Legal Research	_____	_____	_____	_____	_____	_____
*Computer Assisted Legal Research	_____	_____	_____	_____	_____	_____
All Interlibrary Loan Activities	_____	_____	_____	_____	_____	_____
Photocopying and Document Delivery (exclusive of ILL activities)	_____	_____	_____	_____	_____	_____
Law Library Instruction (users and new staff)	_____	_____	_____	_____	_____	_____
Library Publications and Other Information Services	_____	_____	_____	_____	_____	_____
Collection Development	_____	_____	_____	_____	_____	_____
Acquisitions	_____	_____	_____	_____	_____	_____
Serials Control	_____	_____	_____	_____	_____	_____
Cataloguing	_____	_____	_____	_____	_____	_____
Circulation Control	_____	_____	_____	_____	_____	_____
Filing (looseleaf)	_____	_____	_____	_____	_____	_____
Shelving	_____	_____	_____	_____	_____	_____
Preservation/Binding	_____	_____	_____	_____	_____	_____
Administration	_____	_____	_____	_____	_____	_____
Computer Systems Activities	_____	_____	_____	_____	_____	_____
Professional Activities	_____	_____	_____	_____	_____	_____
Other Library Related Activities	_____	_____	_____	_____	_____	_____
Non-Library Related Activities	_____	_____	_____	_____	_____	_____
Total	100%	100%	100%	100%	100%	100%

*If you do not differentiate among these four categories, please provide a single percentage figure.

6C. Workload Activities

Workload activities: for other staff members

Note:

- All columns should add up to 100%.
- Please do not spend more than a few minutes completing this part of the questionnaire. Your best estimates are sufficient.
- If you can not provide data regarding other staff outside the law library budget and freelance library services, please use "N/A" (indicating not available) or indicate "not applicable".

Number of staff average number of hours per week	Part-Time Casual	Others	Freelance
*Quick Reference	_____	_____	_____
*Reference	_____	_____	_____
*Legal Research	_____	_____	_____
*Computer Assisted Legal Research	_____	_____	_____

Section 2 Operations Profile

Number of staff average number of hours per week	Part-Time Casual	Others	Freelance
All Interlibrary Loans Activities (including books and photocopying)	_____	_____	_____
Photocopying and Document Delivery (exclusive of ILL activities)	_____	_____	_____
Law Library Instruction (users and new staff)	_____	_____	_____
Library Publications and Other Information Services	_____	_____	_____
Collection Development	_____	_____	_____
Acquisitions	_____	_____	_____
Serials Control	_____	_____	_____
Cataloguing	_____	_____	_____
Circulation Control	_____	_____	_____
Filing (looseleaf)	_____	_____	_____
Shelving	_____	_____	_____
Preservation/Binding	_____	_____	_____
Administration	_____	_____	_____
Computer Systems Activities	_____	_____	_____
Professional Activities	_____	_____	_____
Other Library Related Activities	_____	_____	_____
Non-Library Related Activities	_____	_____	_____

*If you do not differentiate among these four categories, please provide a single percentage figure.

7. Specific Enquiries

Please complete the section applicable to your organization.

Academic Law Libraries:

a) Does the library report through a central university library organization or is it part of the law school: (check one of):

☐ central system ☐ law school ☐ both

b) Is the library's budget approved through the law school or the central university library administration (check one of):

☐ central system ☐ law school ☐ both

c) Do you have any form of cost recovery policies in place:

☐ yes ☐ no

Do you have an Interlibrary Loan charge:

☐ yes ☐ no

If yes, please indicate your average fee \$ _____

or

Please provide details of your charges or a photocopy of your ILL charges schedule.

Private Law Libraries:

a) How is your library treated in the firm's budget/billings (check one of):

- pure cost centre with no cost recovery objectives (i.e., the cost of the library function is built into the lawyers' billing rates)
- cost centre with cost recovery elements (i.e. the library is expected to recover some costs of operation)
- profit centre (i.e. the library is expected to generate revenues)

☐ pure cost centre ☐ cost centre ☐ profit centre

b) Do you have any form of cost recovery policies in place:

☐ yes ☐ no

Section 2 Operations Profile

c) Do you have a target recovery rate for docketing on-line data base charges:

☐ yes ☐ no ☐

If yes, what is it: _____ %.

d) What is the percentage of on-line time docketed to client files (check one of)

☐ less than 50% ☐ 50% ☐ 60% ☐ 70% ☐ 80% ☐ 90% ☐ 100%

e) Do you docket librarian time for research or reference work related to a client file:

☐ yes ☐ no ☐ sometimes.

If you docket, what is your hourly rate(s): _____ /hr.

If your rate varies by activity, please provide details of the different categories. _____

If you docket time, do you docket:

time spent on legal research activity ☐ yes ☐ no

time spent on legal reference activity ☐ yes ☐ no

do you differentiate between research and reference activity ☐ yes ☐ no

f) Does your organization have a full time Legal Research Director on staff:

☐ yes ☐ no

g) Does your organization have full time research lawyers on staff:

☐ yes ☐ no

h) If yes to either of the above two questions, how many research lawyers in total, including the Research Director position, does your organization have: _____

i) Do you have an Interlibrary Loan charge:

☐ yes ☐ no

If yes, please indicate your average fee \$

or

Please provide details of your charges or a photocopy of your ILL charges schedule.

Courthouse/Law Society Libraries:

a) Does the library report directly to the law society administration or through a library committee (check one of):

☐ directly to law society ☐ through a library committee ☐ both

b) Is application for the library's budget made to the law society, the law foundation, government, or a combination of these (check one of):

☐ law society ☐ law foundation ☐ government ☐ combination

c) Who approves the budget _____

d) Does your organization have a full-time Legal Research Director on staff:

☐ yes ☐ no

e) Does your organization have full-time research lawyers on staff:

☐ yes ☐ no

f) If yes to either of the above two questions, how many research lawyers in total, including the Research Director position, does your organization have: _____

g) Do you have any form of cost recovery policies in place:

☐ yes ☐ no

h) Do you docket librarian time for research or reference work related to a client file:

☐ yes ☐ no ☐ sometimes

If you docket, what is your hourly rate(s): _____ /hr

Section 2 Operations Profile

(If your rate varies by activity, please provide details of the different categories. _____

If you docket time, do you docket:

time spent on legal research activity ☐ yes ☐ no

time spent on legal reference activity ☐ yes ☐ no

do you differentiate between research and reference activity ☐ yes ☐ no

i) Do you have an Interlibrary Loan charge: ☐ yes ☐ no

If yes, please indicate your average fee \$ _____

or

Please provide details of your charges or a photocopy of your ILL charges schedule.

Government Law Libraries:

a) Does your department or agency have a full-time Legal Research Director on staff: ☐ yes ☐ no

b) Does your department or agency have full-time research lawyers on staff: ☐ yes ☐ no

c) If yes to either of the above two questions, how many research lawyers in total, including the Research Director position, does your organization have: _____

d) Do you have any form of cost recovery policies in place: ☐ yes ☐ no

e) Do you docket librarian time for research or reference work related to a client file:

☐ yes ☐ no ☐ sometimes

If you docket, what is your hourly rate(s): _____

(If your rate varies by activity, please provide details of the different categories. _____

If you docket time, do you docket:

time spent on legal research activity ☐ yes ☐ no

time spent on legal reference activity ☐ yes ☐ no

do you differentiate between research and reference activity ☐ yes ☐ no

Do you have an Interlibrary Loan charge: ☐ yes ☐ no

If yes, please indicate your average fee \$ _____

or

Please provide details of your charges or a photocopy of your ILL charges schedule.

Section 3 Annual Operating Cost Data and Other Financial Information:

1. Total Expenditures

Please list the actual expenses incurred for the following categories, for the last three complete fiscal years and, if possible and available, your current year's budget:

	Year 3	Year 2	Year 1	Current Year
Salaries, Full-Time	_____	_____	_____	_____
Salaries, Part-Time, Permanent	_____	_____	_____	_____
Wages, Part-Time Casual	_____	_____	_____	_____
Benefits	_____	_____	_____	_____
Freelance Library Services	_____	_____	_____	_____
On-Line Charges, Gross Level (Recoveries to be Listed Separately Below)	_____	_____	_____	_____
Contracted Out Binding	_____	_____	_____	_____
Photocopying, Gross Level (Recoveries to be Listed Separately Below)	_____	_____	_____	_____
Allocated Costs to the Library	_____	_____	_____	_____
Total Ongoing Acquisitions Costs	_____	_____	_____	_____
Total New Acquisitions Costs	_____	_____	_____	_____
All Other Costs Not Listed Above:	_____	_____	_____	_____

a) Fiscal Year End is _____

b) Is your law library involved with cost recoveries/revenue generation: ☐ yes ☐ no

c) If yes, are you able to identify the extent of recoveries/revenues: ☐ yes ☐ no

d) If cost recoveries/revenues are part of the law library's activities, are they credited to the law library's accounting records:
☐ yes ☐ no

e) If cost recoveries/revenues are part of the law library's activities, and if they are credited to the law library's accounting records, does the law library have control of those funds, to be used for law library activities:
☐ yes ☐ no

Cost Recovery/Revenues

Please list cost recoveries /revenues for the following categories, for the last three complete fiscal years and, if possible and available, your current year's budget:

	Year 3	Year 2	Year 1	Current Year
On-line Charges	_____	_____	_____	_____
ILL Charges	_____	_____	_____	_____
Time Docketed by Library Staff	_____	_____	_____	_____
Photocopying	_____	_____	_____	_____
Fax/Mailing Charges	_____	_____	_____	_____
Sale of Books	_____	_____	_____	_____
Sale of In-House Publications	_____	_____	_____	_____
Other (please specify):	_____	_____	_____	_____

Section 3 Annual Operating Cost Data and Other Financial Information:

2. Annual Acquisitions and Maintenance Costs

We need to obtain a detailed understanding of what your on-going and new acquisitions costs are at present. To obtain this information in a way that will minimize the amount of time you need to spend, we are asking you to supply acquisitions data for your most recently completed fiscal year in the form that is most convenient for you.

We can receive this information in one or more of the following formats: 1) acquisitions and/or serials control records, 2) a manual listing of everything purchased during the last fiscal year; or 3) photocopies of invoices for everything purchased during the last fiscal year. Each of these 3 options is explained in the Guidelines.

Please indicate which of the following you are supplying. Check off all that apply.

- ☐ Acquisitions and/or Serials Control Records
- ☐ Manual Records
- ☐ Computer Records
- ☐ Photocopies of Invoices
- ☐ Manual listing of Acquisitions

Keep in mind that all information supplied will be held in the strictest confidence.

3. Collections Costs Three Year Background Information

Please briefly identify the significant changes to your collection which have led to increases or decreases in your total acquisitions cost data reported in 3.2. For example, a major decrease from three years ago to this year may have been due to the elimination of three report series from your law library's collection, and those three report series were..... Please comment in as much detail as you feel is necessary.

In addition, please feel free to inform us of anything special or unusual about your law library's collection or library operation which has had or will have an effect on your costs.

(Please use a separate sheet of paper if this space is insufficient).

4. Capital Costs

Except for acquisitions costs (which may be determined to be a capitalized cost under your accounting policies), please indicate the level of capital expenditures incurred for areas such as equipment and leasehold improvements:

	Dollars
Relating directly to the law library, total over the last three years before this year	_____
What the library may incur this year	_____
Planned capital expenditures for the next five years	_____
Please briefly identify what types of expenditures will be made over the next five years:	_____

In addition, please feel free to inform us of anything special or unusual about your library or its operations which has had or will have an effect on your capital costs.

Section 3 Annual Operating Cost Data and Other Financial Information:

5. On-Line Usage Costs

We request information on the total dollars spent on on-line services over the most recently completed fiscal year, through your review of vendor invoices. Please also indicate whether you expect your use of these data bases will increase or decrease over the next three to five years:

On-Line Service	Gross Cost Dollars Spent	Usage Expectation (Circle One Of)		
Quic/Law	_____	Increase	Same	Decrease
CAN/LAW	_____	Increase	Same	Decrease
Westlaw	_____	Increase	Same	Decrease
Lexis	_____	Increase	Same	Decrease
SOQUIJ	_____	Increase	Same	Decrease
Other Legal: (Please Specify)	_____	Increase	Same	Decrease
_____	_____	Increase	Same	Decrease
Canadian Tax On-Line	_____	Increase	Same	Decrease
DIALOG	_____	Increase	Same	Decrease
Info Globe	_____	Increase	Same	Decrease
Infomart	_____	Increase	Same	Decrease
Nexis	_____	Increase	Same	Decrease
All Other Non-Legal Databases	_____	Increase	Same	Decrease
Total	_____			

Section 4 Trends and Issues Commentary:

1. Cost Increases

What have been the major cost increase areas you have experienced over the last three years: _____

In what areas do you expect to experience major cost increases over the next three years: _____

2. Cost Containment

Note: Cost Recovery and Other Revenue Generation Initiatives are Addressed in the Next Question.

Are you are under any actual or implied pressures to substantially reduce costs at this time:

☐ yes ☐ no

Please indicate the areas in which you have already taken action, and/or where you will be taking action to reduce costs.

Please also indicate your expected cost saving in dollars:

	Have Already Implemented	Will Repeat Action This Year	Will be Implementing		Expected Cost Saving \$
			This Year	Within 3 Years	
Terminate or Reduce Casual Staff	☐	☐	☐	☐	_____
Terminate or Reduce Part Time Staff	☐	☐	☐	☐	_____
Terminate or Reduce Full Time Staff	☐	☐	☐	☐	_____
Cancel Multiple Copies					
Cancel Duplicative Material (See Guidelines)	☐	☐	☐	☐	_____
Cancel Subscriptions/Continuations	☐	☐	☐	☐	_____
Cancel Hard Copy in Favour of On-line Access	☐	☐	☐	☐	_____
Stop New Acquisitions	☐	☐	☐	☐	_____
Reduce or Eliminate Non-docketed On-Line Services	☐	☐	☐	☐	_____
Other: Please Specify	☐	☐	☐	☐	_____

Section 4 Trends and Issues Commentary:

3. Cost Recovery/Revenue Generation Activities

Please indicate whether you are active in the following cost recovery/revenue generation activities, the rate you charge, and whether you have plans to introduce these activities in the near future (within the next three years):

Cost Recovery/Revenue Generation Activities:	Currently in Place	Rate Charged/ will be Charged	Will be Implementing This Year	Will be Implementing Within 3 Years	Expected Revenue Dollars
Initiate On-line Charges	☐	_____	☐	☐	_____
Raise On-line Charges	☐	_____	☐	☐	_____
Initiate an ILL Charge	☐	_____	☐	☐	_____
Raise Current ILL Charge	☐	_____	☐	☐	_____
Increase Docketing to Client Files	☐	_____	☐	☐	_____
Initiate Library Staff Time Charge	☐	_____	☐	☐	_____
Raise Current Library Staff Time Charge	☐	_____	☐	☐	_____
Charge for Photocopying	☐	_____	☐	☐	_____
Raise Current Charge for Photocopying	☐	_____	☐	☐	_____
Initiate Law Stamps	☐	_____	☐	☐	_____
Raise Current Price of Law Stamps	☐	_____	☐	☐	_____
Sell Books	☐	_____	☐	☐	_____
Sell In-House Publications	☐	_____	☐	☐	_____
Other (please specify):	☐	_____	☐	☐	_____

4. Interlibrary Loan Activity

See the Guidelines for a definition of Interlibrary Loan.

Is your law library currently a net borrower or a net lender: (circle) Borrower Lender

If possible, please estimate the percentage of your borrowing and lending over the last year from various sources:

We Borrow From:	%	We Lend To:	%
Private Law Libraries	_____	Private Law Libraries	_____
Government Law Libraries	_____	Government Law Libraries	_____
Academic Law Libraries	_____	Academic Law	_____
Law Society Libraries	_____	Law Society Libraries	_____
Courthouse Libraries	_____	Courthouse Libraries	_____
Other	_____	Other	_____
100%		100%	

a) How important is interlibrary loan activity currently in meeting the demands of your primary users:

1 2 3 4 5
low ave high

Comments:

b) How important will interlibrary loan networking be to meeting the demands of your primary users in the intermediate future (next 5 - 7 years):

1 2 3 4 5
low ave high

Comments:

c) How important will interlibrary loan networking be to collection acquisition cost reduction in the intermediate future (next 5 - 7 years):

1 2 3 4 5
low ave high

Comments:

Section 4 Trends and Issues Commentary:

d) Of how much practical use is interlibrary loan networking to your operation:

1 2 3 4 5
very limited very high value

Comments:

e) Do you believe that interlibrary loan cooperation can be expanded beyond your current networking system(s):

☐ yes ☐ no

Comments:

f) Do you believe that over the intermediate future (next 5 to 7 years) you will be participating in formal, or more formal, co-operative acquisition initiatives:

☐ yes ☐ no

Comments:

g) Is more interlibrary loan networking required to achieve significant cost reductions:

☐ yes ☐ no

Comments:

h) Or to hold costs to their current levels:

☐ yes ☐ no

Comments:

i) Is an increase in interlibrary loan networking even feasible in your opinion:

☐ yes ☐ no

Comments:

j) If yes, how can this be achieved?

5. Technology Applications/Expansion**Automation of Library Operations**

Is your library automated?

	Yes	No
Circulation	_____	_____
Serials	_____	_____
Acquisitions	_____	_____

	Yes	No
Cataloguing	_____	_____
Online Public Access Catalogue	_____	_____
Other (Please specify):	_____	_____

Section 4 Trends and Issues Commentary:

On-line Services

a) Do you perceive that on-line services will substantially replace printed publications as the primary source of legal information over the next five to seven years?

☐ yes ☐ no

Comments:

b) Please explain how this will affect your:

Costs of Collection Development

c) Future Staffing Requirements

d) If yes, please give examples of publications which may be replaced:

e) What barriers (either technological or other) do you see for the expansion of on-line services over the next 5 to 7 years?

CD-ROM

a) Do you have, or have you had, any publications on CD-ROM?

☐ yes ☐ no

b) If yes, please list:

c) Do you perceive that CD-ROM will substantially replace printed publications as the primary source of information over the next five to seven years:

☐ yes ☐ no

Comments:

d) Please explain how this will affect your:

Costs of Collection Development

e) Future Staffing Requirements

f) If yes, please give examples of publications which may be replaced.

Section 4 Trends and Issues Commentary:**Microfilm/Microfiche**

a) Do you currently have microfilm/microfiche in your collection:

☐ yes ☐ no

b) Do you perceive that microfilm/microfiche will substantially replace printed publications as the primary source of information over the next five to seven years:

☐ yes ☐ no

Comments:

c) Please explain how this will affect your:

Costs of Collection Development

d) Future Staffing Requirements

e) If yes, please give examples of publications which may be replaced:

General

a) What barriers do you see that will prevent an expanded role of technology in your law library in the next 5 to 7 years?

b) What other types of technology do you think will have an impact on the operations and/or costs of operation of the law library in the future?

c) Can you identify current and future technologies that will help you in the delivery of service to your primary user group?

**APPENDIX B
SURVEY RECIPIENTS**





APPENDIX B

Céline Amnotte
Martineau Walker
3400 Tour de la Bourse, C.P. 242
Place Victoria
Montréal, Québec
H4Z 1E9
Me Amnotte
(514) 397-4307
(514) 397-7600 FAX

Ricki Anne Andersen
McMillan, Binch
Toronto, Ontario
TDX 9
Ms Andersen
(416) 865-7031
(416) 865-7048 FAX

André Archambault
Ministère de la Justice du Canada
200, boul. René-Lévesque Ouest
Tour est, 9^e étage
Montréal, Québec
H2Z 1X4
M. Archambault
(514) 283-8739
(514) 283-3856 FAX

Tanya Astika (1)
Yukon Law Library
P.O. Box 2703
Whitehorse, Yukon
Y1A 2C6
Ms Astika
(403) 667-3086
(403) 667-4116 FAX



Judy Atkins
Librarian
McCarthy Tétrault
1300 - 777 Dunsmuir
Vancouver, British Columbia
V7Y 1K2
Ms Atkins
(604) 669-2611
(604) 662-8682 FAX

Florence Atkinson
Leeds & Grenville Law Association
17 Baxter Drive
Brockville, Ontario
K6V 3T9
Ms Atkinson
(613) 342-2462

Susan Baer (1)
Court House Library
P.O. Box 550
Yellowknife, Northwest Territories
X0E 1H0
Ms Baer
(403) 873-7618
(403) 873-0368 FAX

Jan Barrett
Librarian
Fraser & Beatty
Toronto, Ontario
TDX 41
Ms Barrett
(416) 863-4581
(416) 863-4592 FAX



Lana Barrett
Librarian
Macleod Dixon
Canterra Tower
3700, 400 - 3rd Avenue S.W.
Calgary, Alberta
T2P 4H2
Ms Barrett
(403) 267-8141
(403) 264-5973 FAX

Irene Batna
Law Librarian
Baker & McKenzie
Toronto, Ontario
TDX 58
Ms Batna
(416) 863-1221
(416) 863-6275 FAX

Anne Beresford
Ladner Downs
Box 10021 - 700 W. Georgia
Vancouver, British Columbia
V7Y 1A8
Ms Beresford
(604) 687-5744
(604) 687-1415 FAX

Yoko Bériault
Librarian
Thorsteinssons
2703 - 595 Burrard Street
Vancouver, British Columbia
V7X 1J2
Ms Bériault
(604) 688-1261
(604) 688-4711 FAX



Louise Berman
Librarian
Stikeman Elliot
3800 - 1155 Dorchester W.
Montreal, Quebec
H3B 3V2
Ms Berman
(514) 397-3197
(514) 397-3222 FAX

Lucie Bernier
Réseau des bibliothèques
- Québec
Palais de justice
300, boul. Jean-Lesage
Bureau 5.08
Québec, Québec
G1K 8K8
Me Bernier
(418) 649-3402

Patricia Betcher
Librarian
Thompson, Dorfman
Toronto-Dominion Centre
2200 - 201 Portage Avenue
Winnipeg, Manitoba
R3B 3L3
Ms Betcher
(204) 934-2449
(204) 943-6445 FAX

Gail Bettger
Huron County Law Association
One The Square
Goderich, Ontario
N7A 1M2
Ms Bettger
(519) 524-7962
(519) 524-1065 FAX



Sue Beugin
Law Librarian
Petro-Canada, Legal Division
P.O. Box 2844
Calgary, Alberta
T2P 3E3
Ms Beugin
(403) 296-8592
(403) 296-4990 FAX

Cheryl Bickford
Weiler, Maloney, Nelson
P.O. Box 10
101 N. Syndicate Ave.
Thunder Bay, Ontario
P7C 3V5
Ms Bickford
(807) 623-1111

Andrea Billingham
Librarian
Smart & Biggar
55 Metcalfe Street, Suite 900
Ottawa, Ontario
K1P 5Y6
Ms Billingham
(613) 232-2486
(613) 232-8440 FAX

Judith M. Bird
Librarian
Bell Canada Law Library
1050 Beaver Hall Hill, Suite 1500
Montreal, Quebec
H2Z 1S4
Ms Bird
(514) 870-6550
(514) 876-4497 FAX



Lynne C. Bishop
Cook, Duke, Cox, Tod, & Kenney
1900 Scotia Place
10060 - Jasper Avenue
Edmonton, Alberta
T5J 3V4
Ms Bishop
(403) 429-1751
(403) 424-5866 FAX

Judith Bissel
Canadian Imperial Bank of Commerce
Legal Division
31st Floor, Commerce Court North
Toronto, Ontario
M5L 1A2
Ms Bissel
(416) 980-6298

Johanne A.C. Blenkin
Librarian
Russell & DuMoulin
1700 - 1075 West Georgia St.
Vancouver, British Columbia
V6E 3G2
Ms Blenkin
(604) 688-3411
(604) 689-7503 FAX

Pamela Borden (1)
Law Society of Prince Edward
Island
Law Courts Building
42 Water Street
Charlottetown, Prince Edward Island
C1A 1A4
Ms Borden
(902) 368-6099
(902) 368-7557 FAX



Claire Bowman
Librarian
Shibley, Righton & McCutcheon
Toronto, Ontario
TDX 17
Ms Bowman
(416) 363-9381
(416) 365-1717 FAX

Edna Brewster
Court of Queen's Bench Library
Court House
2425 Victoria Ave.
Regina, Saskatchewan
S4P 3V7
Ms Brewster
(306) 787-5390
(306) 780-6990 FAX

Linda Butterfield
Houser, Henry, Loudon & Syron
Toronto, Ontario
TDX 31
Ms Butterfield
(416) 362-3411
(416) 362-3757 FAX

Andrea Cambridge
Chief Librarian
Osler Hoskin & Harcourt
Toronto, Ontario
TDX 3
Ms Cambridge
(416) 862-6785
(416) 862-6666 FAX



Barbara Campbell (1)
Nova Scotia Barristers' Society Library
Law Courts
1815 Upper Water Street
Halifax, Nova Scotia
B3J 1S7
Ms Campbell
(902) 425-2665
(902) 422-1697 FAX

Neil A. Campbell
Law Librarian
University of Manitoba
E.K. Williams Law Library
Winnipeg, Manitoba
R3T 2N2
Mr. Campbell
(204) 474-9996
(204) 269-6629 FAX

Paula Carroll
Gowling, Strathy & Henderson
Toronto, Ontario
TDX 149
Ms Carroll
(416) 862-5735
(416) 861-0148 FAX

Jacques Cartier
Desjardins Ducharme
600 O. LaGauchetière, 2400
Montréal, Québec
H3B 4L8
M. Cartier
(514) 878-9411
(514) 878-9092 FAX



Maria Cece
Librarian
Ministry of Attorney General
Law Library
720 Bay Street, 9th Floor
Toronto, Ontario
M5G 2K1
Ms Cece
(416) 326-4566
(416) 326-4562 FAX

Robert Chamberot
Heenan Blaikie
1001, boul. de Maisonneuve O.
Suite 1400
Montréal, Québec
H3A 3C8
M. Chamberot
(514) 281-1212
(514) 281-1776 FAX

Jacqueline Chan Seng
Langlois Robert
127, rue St Pierre
Montréal, Québec
H2Y 2L6
Me Seng
(514) 842-9515
(514) 845-6573 FAX

Ronald Charest
Information Manager
McMaster Meighen
630, boul. René-Lévesque ouest
Suite 700
Montréal, Québec
H3B 4H7
M. Charest
(514) 954-3159
(514) 878-0605 FAX



Annette Charron
Stormont, Dundas & Glengarry Law Association
25 Pitt Street
Box 35
Cornwall, Ontario
K6J 3P2
Ms Charron
(613) 933-5363

Ginette Choquette
Lavery O'Brien
1, Place Ville Marie
Suite 4000
Montréal, Québec
H3B 4M4
Me Choquette
(514) 871-1522
(514) 285-6355 FAX

Pam Clancy
Campney & Murphy
P.O. Box 49190
1600, 595 Burrard Street
Vancouver, British Columbia
V7X 1K9
Ms Clancy
(604) 688-8022
(604) 688-0829 FAX

Ida Clarfield
Librarian
Rosenberg, Smith, Paton, Hyman
Toronto, Ontario
TDX 129
(416) 863-1900
(416) 863-1966 FAX



Simonne Clermont
Directrice
Université de Moncton
Bibliothèque de droit
Moncton, New Brunswick
E1A 3E9
Me Clermont
(506) 858-4577
(506) 858-4534 FAX

Ruth Colburn
Dufferin Law Association
10 Louisa Street
Orangeville, Ontario
L9W 3P9
Ms Colburn
(519) 942-1860

Nancy Connor
Library Technician
Owen, Bird
P.O. Box 49130, Bentall Centre
2900 - 595 Burrard Street
Vancouver, British Columbia
V7X 1J5
Ms Connor
(604) 688-0401
(604) 688 2827 FAX

Louise Cool
Prescott & Russell Law Association
P.O. Box 540
L'Orignal, Ontario
Ms Cool
(613) 675-2424
(613) 675-1003 FAX



Lorna Corbett
Manager Legal Systems
Bank of Montreal Law Department
3rd Floor Tower
1 First Canadian Place
Toronto, Ontario
M5X 1A1
(416) 867-5473
(416) 867-7191 FAX

Michele Côté
Godin, Raymond, Harris, Thomas
630, boul. René Lévesque Ouest
27è étage
Montréal, Québec
H3B 1S6
Me Côte
(514) 871-1398
(514) 871-9987 FAX

Gillian Crabtree
Librarian
Ferguson Gifford
Suite 500, Park Place
666 Burrard Street
Vancouver, British Columbia
V6C 3H3
Ms Crabtree
(604) 687-3216
(604) 683-2780 FAX

Anne Crocker
University of New Brunswick
Law Library
Bag Service #44999
Fredericton, New Brunswick
E3B 6C9
Ms Crocker
(506) 453-4734
(506) 453-5186 FAX



Judith Dale
Hastings Law Association
235 Pinnacle Street
Belleville, Ontario
K8N 3A9
Ms Dale
(613) 962-2280
(613) 962-1611 FAX

Susan Daly
Librarian
Lang, Michener, Lawrence & Shaw
2500 - 595 Burrard
Box 49200
Vancouver, British Columbia
V7X 1L1
Ms Daly
(604) 689-9111
(604) 685-7084 FAX

Lois Davidson
Peterborough Law Association
Court House
Peterborough, Ontario
K9J 3M3
Ms Davidson
(705) 742-9341
(705) 745-0411 FAX

John N. Davis
Law Librarian & Associate Professor
Diana M. Priestly Law Library
University of Victoria
P.O. Box 2300
Victoria, British Columbia
V8W 3B1
Mr. Davis
(604) 721-8562
(604) 477-7413 FAX



Judy Deavy
Law Librarian
Canada Department of Justice
2800 - 1055 W. Georgia Street
Box 11118, Royal Centre
Vancouver, British Columbia
V6E 3P9
Ms Deavy
(604) 666-0549
(604) 666-2760 or 666-1462 FAX

DelZotto, Zerzi
Suite 600 - 4580 Dufferin St.
North York, Ontario
M3H 5Z1

Jocelyn Dennis
Kent Law Association
21 - 7th Street
Chatham, Ontario
N7M 4J9
Ms Dennis
(519) 354-1510
(519) 354-1510 FAX

Vivienne Denton
Chief Librarian
Borden & Elliot
Toronto, Ontario
TDX 2
Ms Denton
(416) 367-6269
(416) 367-6749 FAX



Marie DeYoung
Librarian
Department of Attorney General
P.O. Box 7
Halifax, Nova Scotia
B3J 2L6
Ms DeYoung
(902) 424-7699
(902) 424-4556 FAX

Douglas/Marantz Associates : -
Beard, Winter, Gordon
Suite 900, 150 King St, West
Toronto, Ontario
M5H 2K4

Micheline Drapeau
Université du Québec à Montréal
Bibliothèque des sciences juridiques
C.P. 8889 Succursale A
Montréal, Québec
H3C 3PC
Me Drapeau
(514) 282-6184
(514) 987-7787 FAX

Richard J. Dube
Library Administrator
Stikeman Elliott
Toronto, Ontario
TDX 27
Mr. Dube
(416) 869-5575
(416) 947-0866 FAX



Wendy Duggan
Law Librarian
Manufacturers Life Insurance Co.
Law Library
Toronto, Ontario
TDX 37
Ms Duggan
(416) 926-3498
(416) 926-5403 FAX

Richard Duhaime
Réseau des bibliothèques
- Montréal
Palais de justice
1 est, rue Notre-Dame
Bureau 1.175
Montréal, Québec
H2Y 1B6
M. Duhaime
(514) 393-2057

Betty Dykstra
Halton Law Association
491 Steeles Avenue East
Milton, Ontario
L9T 1Y7
Ms Dykstra
(416) 878-1272
(416) 878-8298 FAX

R. Edward
Cochrane Law Association
P.O. Box 1225
Timmins, Ontario
P4N 7J5
Mr. Edward
(705) 267-1440



Marilyn Elkin
Peel Law Association
7755 Hurontario Street
Brampton, Ontario
L6V 2L7
Ms Elkin
(416) 451-2924
(416) 451-3137 FAX

Franki Elliott
Law Librarian
Royal Bank of Canada, Head Office
P.O. Box 6001
Montreal, Quebec
H3C 3A9
Ms Elliott
(514) 874-5093
(514) 874-0241 FAX

Kelly Elliott
Lincoln County Law Association
59 Church St. Box 1687
St. Catharines, Ontario
L2R 7K1
Ms Elliott
(416) 685-9094
(416) 685-0981 FAX

Stephen Elliott
Acting Librarian
Frontenac Law Association
Court House Court Street
Kingston, Ontario
K7L 2N4
Mr. Elliott
(613) 542-0034
(613) 531-9764 FAX



Enfield, Hemmerick, Adair
Suite 810, 1 Queen St. East
Toronto, Ontario
M5C 2W5

Maureen Fauman (2)
Professional Law Library Services
6465 McCleery Street
Vancouver, British Columbia
V6N 1G5
Ms Fauman
(604) 266-6684

Maureen Fauman: -
Blake, Cassels & Graydon
1700 - 1030 West Georgia Street
Vancouver, British Columbia
V6E 2Y3

Joan Farrow
Kenora Law Association
216 Water Street
Kenora, Ontario
P9N 1S4
Ms Farrow
(807) 468-9335
(807) 468-1758 FAX

Arlene Fishman
Gardiner, Roberts
Scolia Plaza, 40 King St. West
Suite 3100, P.O. Box 105
Toronto, Ontario
M5H 3Y2
Ms Fishman
(416) 865-6600
(416) 865-6636 FAX



Gwendolyn Flor
Law Library
The Canada Life Assurance Company
330 University Ave.
Toronto, Ontario
M5G 1R8
Ms Flor
(416) 597-1456 Ext. 5402

Rosalie Fox
Head Librarian
Federal Court Library
12th Floor, Royal Bank Centre
90 Sparks Street Mall
Ottawa, Ontario
K1A 0H9
Ms Fox
(613) 995-1382
(613) 954-7714 FAX

Marina Frey
Librarian
Clark Woods Rochefort Fortier
1245 Sherbrooke Ouest
Montreal, Quebec
H3G 1G2
Ms Frey
(514) 284-3131
(514) 284-1720 FAX

Futerman & Futerman
Suite 1500, 2 St. Clair Ave. East
Toronto, Ontario
M4T 2R1



Jennifer Galan
Librarian
Alexander, Holburn
2700 - 700 W. Georgia Street
Vancouver, British Columbia
V7Y 1B8
Ms Galan
(604) 688-1351
(604) 669-7642 FAX

General Motors of Canada
Legal Department
1908 Colonel Sam Drive
Oshawa, Ontario
L1H 8P7

Genest, Murray, DesBrisay, Lamek
Suite 200, 4 King St. West
Toronto, Ontario
M5H 1B6

Lynne Gibson
Librarian
McCarthy Tétrault
3300, 421 - 7th Avenue S.W.
Calgary, Alberta
T2P 4K9
Ms Gibson
(403) 260-3503
(403) 234-7208 FAX

Velvet Glass
Goodman & Goodman
Toronto, Ontario
TDX 6
Ms Glass
(416) 979-2211
(416) 979-1234 FAX



Melinda Goldman
Law Librarian
Imperial Oil
Room 1922
111 St. Clair Avenue West
Toronto, Ontario
M5W 1K3
(416) 968-4173
(416) 968-4278 FAX

Evelyn Gorringer
Northumberland Co. Law Association
860 William Street
Cobourg, Ontario
K9A 3A9
Ms Gorringer
(416) 885-6917 (res)

Lena Grey
Norfolk Law Association
Justice Building
P.O. Box 605
Simcoe, Ontario
N3Y 4N4
Ms Grey
(519) 428-3690
(519) 428-3690 FAX

Bettina Hakala
Librarian
Woolley, Dale & Dingwall
Toronto, Ontario
TDX 34
Ms Hakala
(416) 863-1000 Ext. 221



Balfour J. Halévy
York University
Law Library
4700 Keele Street
North York, Ontario
M3J 1P3
Mr. Halévy
(416) 736-5587
(416) 736-5298 FAX

Diane H. Hanson (4)
Barristers Society of New Brunswick Library
Justice Building, Queen St.
Fredericton, New Brunswick
E3B 1B7
Ms Hanson
(506) 453-2500
(506) 453-9438 FAX

Judy Harvie
Librarian
MacKimmie Matthews
700, 401 - 9th Avenue S.W.
P.O. Box 2010
Calgary, Alberta
T2P 2M2
Ms Harvie
(403) 232-0765
(403) 232-0888 FAX

Wendy Hearder-Moan
Hamilton Law Association
50 Main Street E.
Hamilton, Ontario
L8N 1E9
Ms Hearder-Moan
(416) 522-1563
(416) 572-1188 FAX



Suzan Hebditch
Law Librarian
Canada Department of Justice
928 Royal Trust Tower
Edmonton Centre
Edmonton, Alberta
T5J 2Z2
Ms Hebditch
(403) 495-2973
(403) 495-2964 FAX

Anne Helgason
Burnet Duckworth & Palmer
Box 280 Station M
1400, 350 - 7th Avenue S.W.
Calgary, Alberta
T2P 2H9
Ms Helgason
(403) 260-0179
(403) 260-0332/0333 FAX

Katharine Heney
Scott & Ayles
60 Queen Street
Ottawa, Ontario
K1P 5Y7
Ms Heney
(613) 237-5160
(613) 230-8842 FAX

Patricia Henry
Simcoe County Law Association
30 Poyntz Street
Barrie, Ontario
L4M 1M1
Ms Henry
(705) 739-6569
(705) 728-8136 FAX



Marilyn Hernandez, Manager (2)
Legal Library Resources
Department of Justice
2nd Floor, 405 Broadway
Winnipeg, Manitoba
R3C 3L6
Ms Hernandez
(204) 945-0968
(204) 945-5449 FAX

Douglas Hewitt
Essex Law Association
245 Windsor Ave.
Windsor, Ontario
N9A 1J2
Mr. Hewitt
(519) 252-8418
(519) 252-9686 FAX

Jane Hillard
Librarian
Blake, Cassels & Graydon
3500 Bankers Hall East
855 - 2nd Street S.W.
Calgary, Alberta
T2P 4J8
Ms Hillard
(403) 260-9697
(403) 263-9895 FAX

Gwendoline Hoar
Librarian
Lawson, Lundell
2800 Vancouver Centre
650 West Georgia
Vancouver, British Columbia
V6B 4R7
Ms Hoar
(604) 685-3456
(604) 669-1620 FAX



Dianne Hobart
Renfrew Law Association
283 Pembroke Street E.
Pembroke, Ontario
K8A 3K2
Ms Hobart
(613) 732-4880
(613) 732-2262 FAX

Helen Hochberg
Librarian
Morris Rose Ledgett
Toronto, Ontario
TDX 44
Ms Hochberg
(416) 863-1600
(416) 869-9500 FAX

Gail Hogan (1)
Law Society of Newfoundland
P.O. Box 1028
St. John's, Newfoundland
A1C 5M3
Ms Hogan
(709) 753-7770
(709) 753-0054 FAX

Carla Hope
Library Technician
McKercher, McKercher, Laing & Whitmore
374 3rd Avenue S.
Saskatoon, Saskatchewan
S7K 1M5
Ms Hope
(306) 653-2000
(306) 244-7335 FAX



Pauline Housden
Librarian
Chait Salomon
1, Place Ville Marie
Suite 1900
Montreal, Quebec
H3B 2C3
Ms Housden
(514) 879-1353
(514) 879-1460 FAX

Glen Howell (1)
Law Society of Upper Canada
Great Library, Osgoode Hall
Toronto, Ontario
TDX 85
Mr. Howell
(416) 947-3397
(416) 869-0331 FAX

Elizabeth Howes
Parry Sound Law Association
Box 460
Parry Sound, Ontario
P2A 2X5
Ms Howes
(705) 746-4207

Shih-Sheng Hu (10)
Alberta Attorney General Libraries
1-A Sir Winston Churchill Sq.
Edmonton, Alberta
T5J 0R2
Mr. Hu
(403) 422-2345
(403) 427-0397 FAX



Shirley Hurnard
Court of Appeal Library
Court House
2425 Victoria Ave.
Regina, Saskatchewan
S4P 3V7
Ms Hurnard
(306) 787-7399

Diana Inselberg (2)
4473 Canterbury Crescent
North Vancouver, British Columbia
V7R 3N8
Ms Inselberg
(604) 985-0055

Diana E. Inselberg : -
Kilham, Whitelaw, & Twining
210 - 321 Water Street
Vancouver, B.C.
V6B 1B8

Audrey Jessup
McLean & Kerr
130 Adelaide Street West
Toronto, Ontario
M5H 2P5
Ms Jessup
(416) 364-5371

Helene R. Kalmanovitch
Ballem, McDill, MacInnes Eden
40th Floor, Petro-Canada Centre West
150 - 6th Avenue S.W.
Calgary, Alberta
T2P 3Y7
Ms Kalmanovitch
(403) 292-9800
(403) 233-8979 FAX



Margaret Katona
Rainy River Law Association
Box 276
Fort Frances, Ontario
P9A 3M6
Ms Katona
(807) 274-5866
(807) 274-3335 FAX

Mary Kelly
Bennett Jones Verchere
1, Place Ville-Marie
Suite 1600
Montreal, Quebec
H3B 2B6
Ms Kelly
(514) 871-1200
(514) 871-8115 FAX

Mary Anne Kelly
Muskoka Law Association
Box 1718
Bracebridge, Ontario
P1L 1R6
Ms Kelly
(705) 645-6661

Judy H. Keays
Librarian
McDougall Caron
800 - 2000 Mansfield Street
Montreal, Quebec
H3A 2Z5
Ms Keays
(514) 282-0006
(514) 843-8310 FAX



Priscilla Kennedy
Director of Legal Research and Library Services
Parlee McLaws
1500 - 10180 - 101 Street
Edmonton, Alberta
T5J 4K1
Ms Kennedy
(403) 423-8593

Barbara M. Kerfoot
Librarian
Taylor, McCaffrey, Chapman
9th Floor
400 St. Mary Avenue
Winnipeg, Manitoba
R3C 4K5
Ms Kerfoot
(204) 949-1312 Ext. 282
(204) 957-0945 FAX

Kestenberg, Siegal, Lipkus
65 Granby St.
Toronto, Ontario
M5B 1H8

Gail King
Perth Law Association
1 Huron Street
Stratford, Ontario
N5A 5S4
Ms King
(519) 271-1871



Olga M. Kizlyk
Law Librarian
University of Calgary
Law Library
2500 University Drive N.W.
Calgary, Alberta
T2N 1N4
Ms Kizlyk
(403) 220-5090
(403) 282-8325 FAX

Annabel S. Knispel
Librarian
Freeman & Co.
885 West Georgia Street
19th Floor
Vancouver, British Columbia
V6H 3C4
Ms Knispel
(604) 683-4201
(604) 631-2288 FAX

Lise Lachance
Chambre des Notaires
630 ouest Dorchester, #1700
Montréal, Québec
H3B 1T6
Me Lachance
(514) 879-1793

Pascale Lamonde
Mackenzie Gervais
Place Mercantile #1300
770, rue Sherbrooke Ouest
Montréal, Québec
H3A 1G1
Me Lamonde
(514) 842-9831
(514) 288-7389 FAX



Siobhan Lane
Patterson Kitz
16th Floor, 5151 George Street
P.O. Box 247
Halifax, Nova Scotia
B3J 2N9
Ms Lane
(902) 429-3000
(902) 429-5215 FAX

Michelle LaPorte
Librarian
Lerner & Associates
P.O. Box 2335, Station A
London, Ontario
N6A 4G4
Ms LaPorte
(519) 672-4510
(519) 672-2044 FAX

Jules Larivière
Université d'Ottawa
Bibliothèque de droit
Ottawa, Ontario
K1N 6N5
M. Larivière
(613) 564-8146
(613) 564-9800 FAX

Alison C. Lawford •
Librarian
Burke-Robertson
70 Gloucester Street
Ottawa, Ontario
K2P 0A2
Ms Lawford
(613) 236-9665
(613) 236-2485 FAX



Eve Lécuyer
Lapointe Rosenstein
1010, rue Sherbrooke Ouest
Bureau 1100
Montréal, Québec
H3A 2R7
Me Lécuyer
(514) 844-6392
(514) 288-7390 FAX

Muriel LeFebvre
Milner & Steer Library
2900 Manulife Place, 29th Floor
10180 - 101 Street
Edmonton, Alberta
T5J 3V5
Ms LeFebvre
(403) 423-7370
(403) 423-7276 FAX

Jackie Lefebvre
Temiskaming Law Association
293 Main Street
P.O. Box 623, Bag H
Haileybury, Ontario
P0J 1K0
Ms Lefebvre
(705) 679-5655

Denis LeMay
Conseiller/documentation en droit
Université Laval
Pavillon Bonenfant
Bibliothèque
Sainte Foy, Québec
G1K 7P4
M. LeMay
(418) 656-7978
(418) 656-7897 FAX



Anne Little
Law Librarian
Northern Telecom Ltd.
P.O. Box 458, Station A
Mississauga, Ontario
L5A 3A2
Ms Little
(416) 566-3215
(416) 566-3016 FAX

Wenda J. Lowrie
Lambton Law Association
316 Christina St. N.
Box 185
Sarnia, Ontario
N7T 7H9
Ms Lowrie
(519) 336-4547
(519) 337-4070 FAX

Lila Lukowski
Librarian
McManus, Anderson, Miles
2200 Box Valley Square 4
250 - 6th Avenue S.W.
Calgary, Alberta
T2P 3H7
Ms Lukowski
(403) 237-9828
(403) 263-6840 FAX

Clare Lyons
Librarian
Cassels, Brock & Blackwell
Toronto, Ontario
TDX 35
Ms Lyons
(416) 869-5436
(416) 869-5981 FAX



Mary Jean McBride
Elgin Law Association
8 Wellington St.
St. Thomas, Ontario
N5R 2P2
Ms McBride
(519) 631-7650
(519) 633-9837 FAX

Maureen McCormick (1)
B.C. Courthouse Library Society
800 Smithe Street
Vancouver, British Columbia
V6Z 2E1
Ms McCormick
(604) 660-2910
(604) 660-2821 FAX

Mireille McCullough
Bibliothèque
Ministère de la Justice Canada
rues Kent & Wellington
Ottawa, Ontario
K1A 0H8
Me McCullough
(613) 957-4611

McDonald & Mayden
Suite 1500, One Queen Street East
Toronto, Ontario
M5C 2Y3

Laurie McDonald
Bruce County Law Association
215 Cayley St. Box 818
Walkerton, Ontario
N0G 2V0
Ms McDonald
(519) 881-2384



Brenda McGilvray
Cox Downie
Purdy's Wharf Tower One
11th Floor, 1959 Upper Water Street
P.O. Box 2380
Halifax, Nova Scotia
B3J 3E5
Ms McGilvray
(902) 421-6262
(902) 421-3130 FAX

Katherine McKenney
Bishop & McKenzie
10104 - 103 Avenue, Suite 2500
Edmonton, Alberta
T5J 1V3
Ms McKenney
(403) 426-5550

Krista McNutt
Burchell MacDougall & Gruchy
710 Prince Street
P.O. Box 1128
Truro, Nova Scotia
B2N 5H1
Ms McNutt
(902) 895-1561
(902) 895-7709 FAX

Michael McQuire (1)
Law Society of Saskatchewan
Box 5032
2425 Victoria Avenue
Regina, Saskatchewan
S4P 3M3
Mr. McQuire
(306) 569-8020
(306) 569-0155 FAX



Sylvia McVicar
Librarian
Mendelsohn Rosentzweig Shacter
1000 Sherbrooke St. W. 27th Floor
Montreal, Quebec
H3A 3G4
Ms McVicar
(514) 987-5043
(514) 288-8745 FAX

Betty MacDonald
Haldimand Law Association
Highway No. 54 P.O. Box 219
Cayuga, Ontario
N0A 1E0
Ms MacDonald
(416) 772-3361

Janet E. Macdonald
Manager of Library Services
Tory Tory DesLauriers & Binnington
Toronto, Ontario
TDX 36
Ms Macdonald
(416) 865-7532
(416) 865-7380 FAX

Yvonne MacDonald
Smith, Lyons, Torrance, Stevenson & Mayer
Toronto, Ontario
TDX 15
Ms MacDonald
(416) 369-7285
(416) 369-7250 FAX

MacKenzie Fujisawa
1800 - 400 Burrard St.
Vancouver B.C.



Mairi MacKinnon
Godin, Raymond, Harris, Thomas
630 boul. René Lévesque Ouest
27^e étage
Montréal, Québec
H3B 1S6
Me MacKinnon
(514) 871-1398
(514) 871-9987 FAX

Karen MacLaurin
County of Carleton Law Association
161 Elgin St. Room 2004
Ottawa, Ontario
K2P 2K1
Ms MacLaurin
(613) 233-7386
(613) 238-3788 FAX

Lillian MacPherson
Law Librarian
University of Alberta
J.A. Weir Memorial Law Library
Edmonton, Alberta
T6G 2H5
Ms MacPherson
(403) 492-1569
(403) 492-7546 FAX

Josée Mantha
Pouliot Mercure
1155 boul. René Lévesque Ouest
31^e étage
Montréal, Québec
H3B 3S6
Me Mantha
(514) 875-5210
(514) 875-4308 FAX



Linda Marchand
Gowling, Strathy & Henderson
160 Elgin Street
Ottawa, Ontario
K1N 8S3
Ms Marchand
(613) 232-1781

Naunihal Masen
Librarian
Winkler, Filion & Wakely
390 Bay Street, Suite 1800
Toronto, Ontario
M5H 2G3
Mr. Masen
(416) 365-3221
(416) 364-4814 FAX

Diane Marantz (8)
douglas/marantz associates
Law Library Management Consultants
Suite 750 - 160 Frederick Street
Toronto, Ontario
M5A 4H9
Ms Marantz
(416) 360-7970

Terry Marchessault
Grey County Law Association
595 9th Street E.
Owen Sound, Ontario
N4K 3E3
Ms Marchessault
(519) 371-5495
(519) 371-4606 FAX



Denis Marshall
Queen's University
Law Library
Kingston, Ontario
K7L 3N6
Mr. Marshall
(613) 545-2843
(613) 545-6611 FAX

Jennifer Martison
Law Librarian
Code Hunter
1900, 736 - 6th Avenue, S.W.
Calgary, Alberta
T2P 3W1
Ms Martison
(403) 298-1088
(403) 263-9193 FAX

Chantale Massé
Pepin Letourneau & Associés
500, Place d'Armes
Suite 2200
Montréal, Québec
H2Y 3S3
Me Massé
(514) 284-3553
(514) 284-2173 FAX

Anne Matthewman
County of York Law Association
361 University Ave.
Toronto, Ontario
M5G 1T3
Ms Matthewman
(416) 327-6012
(416) 947-9148 FAX



Carol Mehu
Chief Librarian
Ogilvy Renault
1981 McGill College Ave.
Suite 1100
Montreal, Quebec
H3A 3C1
Ms Mehu
(514) 286-5424
(514) 286-5474 FAX

Meighen Demers
Suite 1100, Box 11
Merrill Lynch Canada Tower
200 King St. West
Toronto, Ontario
M5H 3T4

Michele Miles
Librarian
Fasken Campbell Godfrey
Toronto, Ontario
TDX 47
(416) 366-8381
(416) 362-2381/364-7813 FAX

Janine Miller (3)
Miller & Fisher Consultants
71 Old Forest Hill Road
Toronto, Ontario
M5P 2R3
Ms Miller
(416) 487-1816



Janine Miller : -
Fogler, Rubinoff
Suite 4400, Box 95
Royal Trust Tower
Toronto Dominion Centre
Toronto, Ontario
M3K 1G8

LaRea Moody
Thunder Bay Law Association
277 Camelot Street
Thunder Bay, Ontario
P7A 4B3
Ms Moody
(807) 344-3481
(807) 345-9091 FAX

Carla Moore
Librarian
Pitblado & Hoskin
1900 - 360 Main Street
Winnipeg, Manitoba
R3C 3Z3
Ms Moore
(204) 944-2580
(204) 957-1790 FAX

Sandra M. Morris
Librarian
Blake Cassels & Graydon
Toronto, Ontario
TDX 33
Ms Morris
(416) 863-2650
(416) 863-4261 FAX



Donna Moshenko
Sudbury Law Association
155 Elm Street W.
Sudbury, Ontario
P3C 1T9
Ms Moshenko
(705) 674-3838
(705) 674-4891 FAX

Joan Mulholland
Librarian
Davis & Co.
2800 Park Pl. 666 Burrard
Vancouver, British Columbia
V6C 3V5
Ms Mulholland
(604) 687-9444
(604) 687-1612 FAX

Cyndi Murphy
Stewart McKelvey Stirling Scales
Purdy's Wharf Tower One
9th Floor, 1959 Upper Water Street
P.O. Box 997
Halifax, Nova Scotia
B3J 2X2
Ms Murphy
(902) 420-3200
(902) 420-1417 FAX

Paul Murphy
Law Librarian/Professor
University of Windsor
Paul Martin Law Library
Windsor, Ontario
N9B 3P4
Mr. Murphy
(519) 253-4232 Ext. 2972
(519) 973-7050 FAX



Barbara Murray
Librarian
Carrel & Partners
P.O. Box 638
6th Floor, W. Arthur Pl.
Thunder Bay, Ontario
P7C 4W6
Ms Murray
(807) 623-4000
(807) 623-7309 FAX

Ann Neale
Lindsay County Law Association
440 Kent Street
Lindsay, Ontario
K9V 4T7
Ms Neale
(705) 324-6672

Iris Nixon
Lanark Law Association
P.O. Box 40
Perth, Ontario
K7H 3E4
Ms Nixon
(613) 267-2021

Ontario Ministry of Health
Legal Branch
10th floor, Hepburn Block
Queen's Park, Ontario
M7A 1S3

Paine Edmonds
1100 - 510 Burrard Street
Vancouver, B.C.
V6C 3A8



Mona Pearce
Head of Legal Information Services
Department of Justice
Government of Newfoundland & Labrador
St. John's, Newfoundland
A1C 5T7
Ms Pearce
(709) 576-2912
(709) 576-2129 FAX

Mary Percival
Librarian
McCarthy Tétrault
Toronto, Ontario
TDX 26
Ms Fingerote
(416) 362-1812
(416) 362-4586 or 868-0673 FAX

Thérèse Perreault
Barreau Du Québec
Centre du documentation
445 Boul. St. Laurent, S-602
Montréal, Québec
H2Y 3T8
Me Perreault
(514) 954-3400
(514) 954-3463 FAX

Gary P. Peschell
Nipissing Law Association
360 Plouffe Street
North Bay, Ontario
P1B 9L5
Mr. Peschell
(705) 495-8309 Ext 618
(705) 495-3487 FAX



Norma Provenzano
Algoma Law Association
440 Queen Street E.
Sault Ste. Marie, Ontario
P9A 5M8
Ms Provenzano
(705) 946-5630

Ann E. Rae
Law Librarian
Bora Laskin Law Library
University of Toronto
78 Queen's Park Crescent
Toronto, Ontario
M5S 2C5
Ms Rae
(416) 978-8580
(416) 978-8396 FAX

Patricia Raible
Holden Day Wilson
Toronto, Ontario
TDX 1
Ms Raible
(416) 361-1444
(416) 361-1258 FAX

Linda Ramsay
Lafleur Brown de Grandpré, Kronstrom
3725 1 Place Ville Marie
Montreal, Quebec
H3B 3P4
Ms Ramsay
(514) 878-9641
(514) 878-1450 FAX



Joan Rataic-Lang
Librarian
Aird & Berlis
Toronto, Ontario
TDX 112
Ms Rataic-Lang
(416) 364-1241
(416) 364-7916 FAX

Anne Rector
Judges' Library
800 Smithe Street
Vancouver, British Columbia
V6Z 2E1
Ms Rector
(604) 660-2799
(604) 660-1723 FAX

Ann Reed
York Region Law Association
50 Eagle Street W.
Newmarket, Ontario
L3Y 6B1
Ms Reed
(416) 895-2018
(416) 853-7678 FAX

Michel Ricard
Ministère de Justice Bibliothèque
1200 route de l'Eglise
Sainte-Foy, Québec
G1V 4M1
M. Ricard
(418) 643-8409
(418) 643-9749 FAX



Lisa Riesen-Tella
Librarian
Harper, Grey, Easton, & Co.
3100 - 650 West Georgia St.
Vancouver, British Columbia
V6B 4P7
Ms Riesen-Tella
(604) 687-0411
(604) 669-9385 FAX

Diane H. Robertson
Hicks Morley Hamilton Stewart Storie
30th Floor, Toronto-Dominion Bank Tower
Box 371, Toronto-Dominion Centre
Toronto, Ontario
M5K 1K8
Ms Robertson
(416) 362-1011
(416) 362-9680 FAX

George Robinson
University of Western Ontario
Faculty of Law Library
London, Ontario
N6A 3K7
Mr. Robinson
(519) 679-2111 Ext. 8270
(519) 661-2012 FAX

Jane Rodger
Librarian
Canada Department of Justice
Toronto, Ontario
TDX 108
Ms Rodger
(416) 973-2334
(416) 973-3004



Susan Ross
Librarian
Bennett Jones Verchere
4500 Bankers Hall East
855 - 2nd Street S.W.
Calgary, Alberta
T2P 4K9
Ms Ross
(403) 298-3165
(403) 265-7219 FAX

Denis Roussal
Cour Canadienne de l'Impôt
Bibliothèque
200, rue Kent
Ottawa, Ontario
K1A 0L8
M. Roussal
(613) 992-1704
(613) 957-9034 FAX

Cathy Ryan, Librarian
Lois Bukell, Assistant Librarian
Bull, Housser & Tupper
Box 11130 Royal Centre
Vancouver, British Columbia
V6E 3R3
Ms Ryan
(604) 687-6575
(604) 641-4951 FAX

Patricia Saull
Law Librarian
ICI Canada Inc.
P.O. Box 200, Station A
North York, Ontario
M2N 6H2
Ms Saull
(416) 229-8187
(416) 229-7326 FAX



Lorraine Saunders
Welland Law Association
102 East Main
Welland, Ontario
L3B 3W6
Ms Saunders
(416) 734-3174
(416) 734-1883 FAX

Shari L. Savage
Siskind, Cromarty, Ivey & Dowler
380 Waterloo Street
London, Ontario
N6A 3V8
Ms Savage
(519) 672-2121
(519) 672-6065 FAX

Carol Anne Saxon (2)
ICBC Corporate Library
505 - 151 West Esplanade
North Vancouver, British Columbia
V7M 3E5
Ms Saxon
(604) 661-2739
(604) 443-7304 FAX

Carol Anne Saxon : -
Lindsay Kenney
1700 - 700 West Pender St.
Vancouver, B.C.
V6C 1G8



Joan Scilley
Law Librarian
Howard Mackie
1000, 400 - 3rd Avenue S.W.
Calgary, Alberta
T2P 4H2
Ms Scilley
(403) 232-9429
(403) 266-1395/1397 FAX

Deborah Scipio
McCarthy Tétrault
"Le Windsor"
1170 Peel Street
Montreal, Quebec
H3B 4S8
Ms Scipio
(514) 397-4214
(514) 875-6246 or 397-4186 FAX

Virginia Scott
Librarian
Aikins MacAulay & Thorvaldson
30th Floor, 360 Main Street
Winnipeg, Manitoba
R3C 4G1
Ms Scott
(204) 957-0050
(204) 957-0840 FAX

Audrey Shecter
Librarian
Miller, Thompson
Toronto, Ontario
TDX 20
Ms Shecter
(416) 595-8537
(416) 595-8695 FAX



Penny A. Sheehan
Librarian
Lyons Goodman
130 Adelaide Street W.
Toronto, Ontario
Ms Sheehan
(416) 869-0123 X 157
(416) 869-0271 FAX

Tom Shorthouse
University of British Columbia
Law Library
1822 East Mall
Vancouver, British Columbia
V6T 1Y1
Mr. Shorthouse
(604) 228-2275
(604) 228-6864 FAX

Johanna Sigurdson
Farris Vaughan Wills & Murphy
Box 10026 - 700 W. Georgia
Vancouver, British Columbia
V7Y 1B3
Ms Sigurdson
(604) 684-9151
(604) 661-9349 FAX

Linda Silver
Patterson Kitz
10 Church Street
P.O. Box 1068
Truro, Nova Scotia
B2N 5B9
Ms Silver
(902) 897-2000
(902) 893-3071 FAX



Jane Simpson
Librarian
Goodman & Carr
Toronto, Ontario
TDX 4
Ms Simpson
(416) 595-2395
(416) 595-0567 FAX

Cynthia Simpson & Gail Brown
Middlesex Law Association
80 Dundas Street P.O. Box 5600
London, Ontario
N6A 2P3
Ms Simpson & Ms Brown
(519) 679-7046
(519) 672-5917 FAX

Carol Sirman
Lennox & Addington Law Association
167 Adelphi Street
P.O. Box 1300
Napawee, Ontario
K7R 1T6
Ms Sirman
(613) 354-2161 (Library Chairman's number)

Smith, Lyons, Torrance, Stevenson, & Mayer
550 - 999 Canada Place
Vancouver, B.C.
V6C 3C8



Sonya Eder Smith
Librarian
Byers Casgrain
1, Place Ville Marie, Suite 3900
Montreal, Quebec
H3B 4M7
Ms Smith
(514) 878-8890
(514) 866-2241 FAX

James Spence
Librarian
Weir & Foulds
Toronto, Ontario
TDX 18
Mr. Spence
(416) 947-5057
(416) 365-1876 FAX

Edward Stanek
Head, Law Library
University of Saskatchewan
Law Library
Saskatoon, Saskatchewan
S7N 0N0
Mr. Stanek
(306) 966-6020
(306) 966-6040 FAX

Linda Statt
Librarian
Field & Field
2000 Oxford Tower
10235 - 101 Street
Edmonton, Alberta
T5J 3G1
Ms Statt
(403) 423-3003
(403) 424-7116 FAX



Lindy Stephens
McInnes Cooper & Robertson
5th Floor, 1601 Lower Water Street
P.O. Box 730
Halifax, Nova Scotia
B3J 2V1
Ms Stephens
(902) 425-6500
(902) 425-6386 or 425-6350 FAX

Marla Steritt
Davies Ward & Beck
Toronto, Ontario
TDX 5
Ms Steritt
(416) 863-5548
(416) 863-6313 FAX

Christine H.J. Stewart
Librarian
Fillmore & Riley
1700 - 360 Main Street
Winnipeg, Manitoba
R3C 3Z3
Ms Stewart
(204) 956-2970
(204) 957-0316 FAX

Dianne Sydj
Librarian
Thomson Rogers
Toronto, Ontario
TDX 23
Ms Sydj
(416) 868-3139
(416) 868-3134 FAX



Margaret Szucs
Manager, Information Service
Lang, Michener, Lawrence & Shaw
Toronto, Ontario
TDX 46
Ms Szucs
(416) 860-4140
(416) 365-1719 FAX

Stephanie M. Taggart
Edwards, Kenny & Bray
The Grosvenor Building
1040 West Georgia St., 19th Floor
Vancouver, British Columbia
V6E 4H3
Ms Taggart
(604) 689-1811
(604) 689-5177 FAX

Guy Tanguay
Université de Sherbrooke
Bibliothèque de droit
Sherbrooke, Québec
J1K 2R1
Mr. Tanguay
(819) 821-7519
(819) 821-7578 FAX

Jane Taylor
Director of Library Services
Ministry of Attorney General
4th Floor, 609 Broughton Street
Victoria, B.C.
V8V 1X4
Ms Taylor
(604) 356-8495



Diane Teeple
Chief Librarian
Supreme Court of Canada
Ottawa, Ontario
K1A 0J1
Ms Teeple
(613) 996-8026
(613) 996-3063 FAX

Betty Thiessen
Wellington Law Association
74 Woolwich Street
Guelph, Ontario
N1H 3T9
Ms Thiessen
(519) 763-6365
(519) 763-6947 FAX

Phyllis Thornton
Librarian
Parlee McLaws
3400 - 707 - 8th Avenue S.W.
Calgary, Alberta
T2P 1H5
Ms Thornton
(403) 294-7059
(403) 265-8263 FAX

Angela Tietolman
Robinson Sheppard & Associates
800 Pl. Victoria Suite 4700
Montreal, Quebec
H4Z 1H6
Ms Tietolman
(514) 878-2631 Ext. 4009
(514) 878-1865 FAX



Clément Tremblay
Université de Montréal
Bibliothèque de droit
C.P. 6206 Succ. A
Montréal, Québec
H3C 3T6
Me Tremblay
(514) 343-7095
(514) 343-2348 FAX

Denise Vézina
Guy & Gilbert
770, rue Sherbrooke Ouest
Bureau 2200
Montréal, Québec
H3A 1G1
Me Vézina
(514) 281-1766
(514) 281-1059 or 281-9948 FAX

Dan Vice
Librarian
Lang Michener, Lawrence & Shaw
300 - 50 O'Connor Street
Ottawa, Ontario
K1P 6L2
Mr. Vice
(613) 232-7171
(613) 231-3191 FAX

Norma Vincent
Librarian
Soloway Wright
99 Metcalfe Street
Ottawa, Ontario
K1P 6L7
Ms Vincent
(613) 236-0111
(613) 238-8507 FAX



Catherine Walsh
Buset Eryou Firman
1121 Barton Street
Thunder Bay, Ontario
P7B 5N3
Ms Walsh
(807) 623-2500
(807) 622-7808 FAX

Jean Ward
Durham Law Association
605 Rossland Ave.
Whitby, Ontario
L1N 5S4
Ms Ward
(416) 668-2177
(416) 668-0692 FAX

Watson Goepel Maledy
3023 - 595 Burrard Street
P.O. Box 49096
Vancouver, British Columbia
V7X 1G4

Shirley Watts
Oxford County Law Association
Court House
P.O. Box 1029
Woodstock, Ontario
N4S 8A4
Ms Watts
(519) 539-7711

T. A. Whitbread
Brant County Law Association
22 Sky Acres Drive
Brantford, Ontario
N3R 1P3
Mr. Whitbread
(519) 752-1744



Mari White
Law Librarian
Crown Life Insurance Company
Law Library
120 Bloor Street, E.
Toronto, Ontario
M4W 1B8
Ms White
(416) 928-4563
(416) 928-2414 FAX

Catherine Whiteman
Waterloo Law Association
20 Weber Street
Kitchener, Ontario
N2H 1C3
Ms Whiteman
(519) 742-0872
(519) 742-4102 FAX

Christian Wiktor
Dalhousie University
Law Library
Halifax, Nova Scotia
B3H 4H9
Mr. Wiktor
(902) 424-2124
(902) 494-6669 FAX

Micky Wylie
Librarian
Aylesworth, Thompson, Phelan, O'Brien
Toronto, Ontario
TDX 98
(416) 865-0101
(416) 865-1398 FAX



Patricia M. Young
Law Librarian
McGill University
Law Library
3644 Peel Street
Montreal, Quebec
H3A 1W9
Ms Young
(514) 398-4712
(514) 398-3585 FAX

Linda A. Zardo
Librarian
Blaney, McMurtry, Stapells
Toronto, Ontario
TDX 110
Ms Zardo
(416) 593-1221
(416) 593-5437 FAX



APPENDIX C
FOCUS GROUP GUIDES



CANADIAN LEGAL INFORMATION CENTRE

INFOLEX PROJECT

FOCUS GROUP



CANADIAN LEGAL INFORMATION CENTRE

INFOLEX PROJECT

FOCUS GROUP AGENDA:

1.0 Questionnaire Design Enquiries:

- Extent of Financial Data Records: 3 Years / 5 Years
- Operations Profile:
 - total square footage
 - hours of operation
 - number of full and part time staff
 - number of staff hours per week, normal and overtime separated
 - number of seats
 - circulation statistics availability
 - date current facilities occupied
 - number of staff (or full time equivalents) paid through law library versus other areas
- Time/Workload Matrix (see attached draft format)
- The Extent of Overhead Allocations in Library Costs
- Legal Information Acquisition Costs (see attached draft formats)
HOW ARE ACQUISITION COSTS BUDGETED AND COSTS RECORDED IN FINANCIAL RECORDS



INFOLEX

LAW LIBRARY ACTIVITIES/RESPONSIBILITIES

Types of Work Activities:

Reference and Research, Manual
Reference and Research, On-line
Interlibrary Loans (books and photocopying)
Photocopying and Document Delivery (exclusive of ILL)
Library Instruction to Users
Library Publications (eg., finding aids, newsletters, pathfinders and other documents)
Selective Dissemination of Information (SDI) including current awareness
Indexing Services (eg. legal memos, case reports, legislation monitoring)
Cataloguing
Acquisitions
Serials control
Collection Development
Circulation Control
Filing
Shelving
Preservation
Binding

Administration (to include: programs, procedures, personnel management, attendance at meetings (in-house), report writing, space planning, budget preparation)
Systems Planning, Installation, etc.
Professional Activities (to include: special projects, workshops/seminars, etc.)
Other Library Related Activities
Non-Library Related Activities

Objectives:

- to include primary activities
- to identify the time spent by all library staff,
- a worksheet would be prepared, with columns for individual staff members, to estimate time spent in each area, to the extent practical
- to be completed on a percentage of time spent on various areas to add to 100% (not by the number of hours spent, perhaps during typical week or month)

Questions Regarding the Above:

- Is this time estimate approach possible to complete in any format (we will be asking for best estimates/guessimates)?
- If it can be done, is this too detailed?
- Can each staff member estimate their time in specific areas (we assume that there will be some division of labour)?
- We assume one individual would complete this for each staff member or is this best done by having each staff member estimate their own time in each area?



INFOLEX

CATEGORIES FOR LEGAL PUBLICATIONS

Objective: to gather cost related data to permit historical view of costs incurred and to permit cost projections.

Question: How is data stored, in what detail, and how are acquisition programs planned, in what detail?

KEY: WHAT LEVEL OF DETAIL CAN WE EXPECT TO HAVE AVAILABLE WITH REFERENCE TO COSTS?

Alternate View: Request data from a scope of collection approach or at a relatively high level of summarized information, such as the following possible alternatives for gathering cost data:

1.
 - on-going subscriptions
 - new acquisitions
 - new report series
2.
 - monographs
 - periodicals
 - serials
3.
 - on-going
 - new acquisitions: capital
other
4.
 - monographs
 - new subscriptions
 - continuations - all serials
 - non-book

INFOLEX

CATEGORIES OF LEGAL PUBLICATIONS WITH TYPICAL TITLES FOR EACH CATEGORY

I. TEXTS AND TREATISES (Monographs)

Canadian Criminal Procedure. Salhany. (CLB)

Crawford and Falconbridge on Banking and Bills of Exchange. (CLB)

Law of Libel and Slander in Canada. Williams. (Butterworths)

Laskin's Canadian Constitutional Law. Finkelstein. (Carswell)

Legal Opinions in Commercial Transactions. Estey.

II. TEXTS AND TREATISES (Continuations)

Canadian Labour Arbitration. Brown and Beatty. (CLB)

Construction, Builders' and Mechanics' Liens in Canada. Macklem and Bristow. (Carswell)

Hughes on Trade Marks. (Butterworths)

Matrimonial Property Law in Canada. Bissett-Johnson and Holland. (Carswell)

Ontario Health and Safety Law. Keith. (CLB)

Wrongful Dismissal Practice Manual. Mole. (Butterworths)

III. LAW REPORTS

Atlantic Provinces Reports.

Canadian Bankruptcy Reports.

Canadian Criminal Cases.

Dominion Law Reports.

National Reporter.

Ontario Reports.

Supreme Court Reports.

Western Weekly Reports.

IV. DIGESTS AND ENCYCLOPEDIAS

All-Canada Weekly Summaries.

Canadian Abridgment.

Canadian Encyclopedic Digest. (Ont.)/(Western)

Canadian Weekly Law Sheet.

Charter of Rights Decisions.

Dismissal and Employment Law Digest.

V. STATUTES, REGULATIONS. LEGISLATION

Revised Statutes of Canada 1985.

Revised Statutes of Ontario 1980.

Canada Statute Citator.

Canada Gazette, Part II.

Current bills services (federal/prov.)

VI. LOOSELEAF SERVICES

Canada Corporation Manual. R. De Boo

Canada Tax Service. R. De Boo

Canadian Commercial Law Guide. (CCH)

Canadian Labour Law Reporter. (CCH)

Canadian Oil & Gas. (Butterworths)



VII. PERIODICALS (Law reviews, Law journals, Newsletters, Magazines, Newspapers)

Canadian Bar Review.

Canadian Business Law Journal. (CLB)

Canadian Environmental Control Newsletter. (CCH)

Canadian Lawyer.

Estates and Trusts Journal. (CLB)

Fortune.

Globe & Mail.

Journal of Environmental Law and Practice. (Carswell)

The National. (CBA)

VIII. LEGAL REFERENCE (Including practice materials)

Canadian Law List. (CLB)

Dictionary of Canadian Law. (Carswell)

O'Brien's Encyclopedia of Forms. (CLB)

Martin's Annual Criminal Code. (CLB)

Ontario Annual Practice. (CLB)

Using a law Library. Banks. (Carswell)

Williston and Rolls Court Forms. (Butterworths)

Words and Phrases Legally Defined. (Butterworths)

IX. GENERAL REFERENCE

Canadian Almanac and Directory.

Directory of Directors.

Harrap's French-English English-French Dictionary.

Oxford English Dictionary.



FOCUS GROUP AGENDA:

2.0 MACRO ISSUES:

- Where have been the major cost increases in recent years? (What have the major legal information vendors developed in recent years to make more money?)
- If you had to cut costs/activities/services from your operation to reduce expenses, what would you cut first? second? How would this determination be made?
- On-line data base usage (CD-ROM): will it expand or decrease in the intermediate future and why? Is the net cost to the organization all that significant?
- Who are the current primary users and has this group changed over the last few years? What are the increasing and/or changing demands being placed on the law library?
- User Pay: Issues and Consequences - Why and Why Not?



APPENDIX D
INTERVIEW GUIDES



INTERVIEW GUIDE

Listing of Questions for Interviews

Interview Length: Probably about one and one half hours.

Objectives:

The objectives of the preliminary interviews are:

- to pose general questions about the breadth and depth of perceived key issues;
- to enquire regarding survey questionnaire design areas (both format and content); and
- to the extent applicable, to request secondary resource material to which the interviewee may have access or names of individuals who may have something to add to the data gathering tasks.

Note:

The interview guideline is not meant as a rigid checklist but as a guide to assist in the flow of the interview. The interview will begin with a brief explanation of the project, the purpose of the interview, and a confidentiality guarantee, should sensitive matters be discussed. Some enquiries will likely not apply to all groups (courthouse, private and academic).

Potential Enquiries:

Questionnaire Related:

1. How far back can we request financial data: five years, three years? What is the feasible request?



2. What level of financial detail can we expect to be stored in the administrative files of most law libraries, eg. at a chart of accounts (line by line) level?
3. Do libraries (courthouse and academic) use program or zero based budgeting in some form?
4. Will librarians be able to complete one time/workload matrix for the entire library (ie. realistically estimate how much time is spent on various activities)? Describe matrix by presenting a copy of the attached descriptions and enquire about difficulty level.)
5. How difficult will it be for survey participants to prepare a scope of collection summary: our two options are a high level summary and very detailed?
6. Will participants have readily available statistics regarding on-line services usage? Circulation statistics (if you have an automated system)?
7. Regarding on-line data base usage:
 - If Academic: to what degree are you subsidized by vendors? (Enquire about total on-line cost in their budget for this year?)
 - Courthouse: to what extent do you charge users? Complete user pay? (enquire about total net cost in their budget for this year?)
 - Government: what is your target for docketing on-line charges to client files, or what has been your historical percentage docketed?
 - Private: what is your target for docketing on-line charges to client files, or what has been your historical percentage docketed?
8. If academic, ask whether their budget is part of the Law School or a total library system, and enquire regarding implications? If courthouse, enquire regarding their reporting requirements to their funders, and the depth of information reporting required?
9. Enquire as to how they plan their acquisitions programs and how do they estimate the attendant costs involved (ie., is it as simple as last year plus a percentage)?



10. Do you have a chart of accounts example we might review?
11. Do you have a sample job description or two we may have to understand library activities?

General Enquiries:

1. What are the major cost increases that you have been experiencing? (In the same vein, what is your opinion regarding the major vendors of legal information services? What approaches do you perceive them taking to increase their revenues?)
2. What is your opinion regarding the current and future use of electronic data bases? CD-ROM?
3. Have funding restrictions caused you to cut back, or plan to cut back, on services currently provided? If so, which services, and how will that be handled?
4. Regarding interlibrary loans, is your organization a net borrower or a net lender? To what extent do you believe it masks cost increases and/or service provision difficulties?
5. Do you have adequate space for your facilities? How does this problem manifest itself in terms of either cost or delivery of service impacts?
6. What types of demands have been placed on your services? Have those demands been shifting significantly in the last three years (either in terms of volumes and/or the complexity of requests)?
7. Is your organization subject to position hiring restrictions at this time, or recently?
8. What is the primary issue facing your organization?
9. Is there anything we did not discuss that you believe to be important to the cost projections study that we are completing?



APPENDIX E
TITLES USED IN SAMPLE BASKET OF GOODS



TITLES USED IN SAMPLE BASKET OF GOODS

Title

Publisher

Digests, Reported Cases

Canadian Abridgment	Carswell
Canadian Encyclopedic Digest (Ontario)	Carswell
Jurisprudence Express	SOQUIJ
Annuaire de jurisprudence	SOQUIJ

Digests, Unreported Cases

All-Canada Weekly Summaries	CLB
Canadian Charter of Rights Annotated	CLB
Charter of Rights Decisions	Western Legal
Dismissal & Employment Law Digest	CLB
Lawyers Weekly/Consolidated Digest	CCH
Ontario Family Law Reporter	Butterworths
Supreme Court of Canada Decisions	Western Legal
Weekly Criminal Bulletin	CLB
Weekly Digest of Civil Procedure	Carswell
Weekly Digest of Family Law	Carswell

Law Reports

Administrative Law Reports	Carswell
Alberta Law Reports	Carswell
Alberta Reports	Maritime LB
All England Law Reports (parts only)	Butterworths
British Columbia Law Reports	Carswell
Business Law Reports	Carswell
Canadian Bankruptcy Reports	Carswell
Canadian Cases on the Law of Torts	Carswell
Canadian Criminal Cases	CLB
Canadian Environmental Law Reports	Carswell



Canadian Patent Reporter	CLB
Canadian Rights Reporter	Butterworths
Carswell Practice Cases	Carswell
Construction Law Reports	Carswell
Criminal Reports	Carswell
Dominion Law Reports	CLB
Estates and Trusts Reports	Carswell
Federal Trial Reports	Maritime L.B.
Immigration Law Reporter	Carswell
Land Compensation Reports	CLB
Manitoba Reports	Maritime LB
Motor Vehicle Reports	Carswell
Municipal & Planning Law Reports	Carswell
National Reporter	Maritime LB
New Brunswick Reports	Maritime LB
Northwest Territories Reports	Carswell
Nova Scotia Reports	Maritime LB
Ontario Municipal Board Reports	CLB
Ontario Reports	CLB
Quebec Appeal Cases	Maritime L.B.
Real Property Reports	Carswell
Recueils de jurisprudence du Québec	SOQUIJ
Reports of Family Law	Carswell
Saskatchewan Reports	Maritime LB
Western Weekly Reports	Carswell
Workers' Compensation Appeals Tribunal Reporter	Workers' Compr

Statutes & Regulation

Canada Gazette Part 2 (Regulations)	S&S Canada
Gazette officielle du Québec	Edit. Off. Qué
Lois refondues du Québec	Edit. Off. Qué
Ontario Gazette	Queen's Ptr
Ontario Statute Citator	CLB



Reference

Annuaire téléphonique judiciaire
 Canadian Law List
 Code civil du Bas Canada
 Crankshaw's Criminal Code
 Martin's Criminal Code
 Ontario Annual Practice
 Ontario Supreme District Court Practice
 Table de la législation

W&L
 CLB
 Wilson & Laf.
 Carswell
 CLB
 CLB
 Carswell
 SOQUIJ

Forms & Precedents

Canadian Corporation Precedents
 Canadian Securities Law Precedents
 Criminal Pleading Service
 Formulaire de procédure civile (89)
 Williston & Rolls Court Forms

Carswell
 Carswell
 Canada Law Books
 W&L
 Butterworths

Looseleaf Services

Canada Corporation Manual
 Canada Tax Service
 Canadian Commercial Law Guide
 Canadian Commercial Real Estate Manual
 Canadian Estate Planning and Adm. Report
 Canadian Family Law Guide
 Canadian Insurance Law Reports
 Canadian Labour Law Reports
 Canadian Product Safety Guide
 Canadian Securities Law Reports
 Canadian Tax Reports
 Contrôle judiciaire de l'action gouvernementale
 Droit de la famille québécoise
 Federal Limitation Periods
 Ontario Corporation Manual
 Ontario Limitation Periods
 Payne's Divorce & Family Law Digest

De Boo
 De Boo
 CCH
 De Boo
 CCH
 CCH
 CCH
 CCH
 CCH
 CCH
 CCH
 CCH-FM
 CCH-FM
 Butterworths
 De Boo
 Butterworths
 De Boo



Répertoire de droit
 Supreme Court of Canada Service
 Tax Regulations Reports
 Young Offenders Service

Ch. notaires
 Butterworths
 De Boo
 Butterworths

Looseleaf Texts

Accès à l'information
 Bankruptcy Law of Canada
 Breathalyzer Law In Canada
 Canadian Charter of Rights: Prosecution
 Canadian Criminal Evidence, 3rd ed.
 Canadian Divorce Law & Practice
 Canadian Labour Arbitration, 3rd ed.
 Canadian Law of Landlord & Tenant
 Canadian Law Of Planning and Zoning
 Canadian Sentencing Digest
 Competition Law Service
 Criminal Code Driving Offences: a company
 Criminal Law Evidence, Practice and Proc
 Domestic Contracts
 Impaired Driving & Breathalyzer Law
 Judicial Interim Release
 Jury: a Handbook of Law & Procedure
 Law of Vendor & Purchaser
 Loi sur la protection du territoire agricole
 Manual of Motor Vehicle Law
 Matrimonial Property Law in Canada
 Practice and procedure before administration
 Registration of Title to Land
 Remedies in Torts
 Reville's Divorce Act 3rd ed.
 Secured Transactions in Personal Property
 Working Manual of Criminal Law
 Wrongful Dismissal Handbook

Yvon Blais
 Carswell
 Carswell
 Carswell
 CLB
 Carswell
 CLB
 Carswell
 Carswell
 Carswell
 CLB
 Carswell
 Carswell
 Carswell
 Butterworths
 Butterworths
 Butterworths
 Carswell
 W & L
 Carswell
 Carswell
 Carswell
 Carswell
 Carswell
 CLB
 Carswell
 Carswell
 Butterworths



Periodicals & Journals

Annual Review of Criminal Law
Cahiers de droit
Canada - US Trade
Canadian Bar Review
Canadian Business Law Journal
Canadian Family Law Quarterly
Criminal Law Quarterly
Education Law Journal
Estates and Trusts Quarterly
Revue du Barreau
Revue juridique Thémis

Butterworths
Wilson & Laf
De Boo
CBA
CLB
Carswell
CLB
Carswell
CLB
Barreau Qué
Ed Thémis

Monographs

No titles



APPENDIX F
QUESTIONNAIRE BIBLIOGRAPHY



Questionnaire Bibliography

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APPENDIX G
TECHNOLOGY IN LAW LIBRARIES



Technology in Law Libraries

The changes in the practice of law and the marketplace for legal services will impact the nature and use of technology. Based on our experience working with law firms and legal organizations, the practice of law has become increasingly complex and competitive. The number of areas of specialization has increased, resulting in a greater demand for information. This demand is not just for greater access to information but also for increased speed of access.

Descriptions

Technology can play a substantial role in providing access to information and enabling rapid delivery of information.

Potential Impact of Technology on Law Libraries

The dramatic drop in the cost of technology combined with the technological advances could be advantageous to law libraries. Lawyers are already experiencing the advantages of technology in areas such as litigation support and case management. Some of the major impact of technology in the law libraries could provide:

- an alternative to printed materials;
- a faster method of delivery of information; and,
- an alternative method of distribution of information.



Alternative to Printed Materials

Law libraries are already experiencing a shift from printed materials to electronic formats. For example, the New Zealand Statutes can now be accessed through computer searching. As a result, some law libraries have eliminated the printed version from their collection and rely on computer searches for the access to information. The technological developments described in a later part of this section will make this an increasingly viable option for law libraries. However, barriers to its use still exist.

Faster Method of Delivery

Another potential result of advanced technology is a faster method of delivery of information. Due to the nature of the publishing process, there is a time lag between when the information is first published and when it is available in a published format. With technology, Supreme Court decisions are now available on the day they are rendered through the on-line services. Based on our experience with lawyers, there is an increasing need to have the information as quickly as possible.

Alternative Method of Distribution

As a result of developments in technology, there are now alternative methods of distribution. Due to the nature of electronic formats, information can be distributed in alternative fashions. In other words, a user of library services may not need to go to the library but could access the necessary information from their desks.



Enabling Technologies

Several technological advances have made this possible. The following is a brief overview of these technologies.

Data Communications

Over the last ten years, the speed at which data can be transmitted has increased. During the early 1980s a transmission rate of 300 bits per second (8 bits equals approximately 1 character of information so 300 kilo bits equals approximately 40 characters per second) over telephone lines was common. Higher speeds were available over special data lines. With the advances in technology, speeds of up to 56,000 bps can be achieved over regular telephone lines. The increased speed of transmitting information can facilitate better exchange of information between law libraries.

Data Compression

The advances in data compression techniques have also had a positive impact on communications capabilities. Data compression is a technique where the size of the data can be reduced for transmission. For example, a document that is 3,000 characters (roughly one page) can be compressed to 200 characters for data transmission purposes. Upon receipt, the document will be restored to its original size of 3,000 characters.

The combination of the improved speed of data communications and the use of data compression make it possible for law libraries to transmit large amounts of information in an economical manner.



Computer and Communications Security

The transmission of information requires security precautions so that unauthorized users cannot access information. The fear of unauthorized access is legitimate and potentially disastrous for legal organizations. There are a wide range of computer security options available today, varying in cost and sophistication. One method includes compiling a list of authorized users and telephone numbers. For example, to initiate communications, a user in Edmonton will call a computer in Halifax and type in their name and telephone number. The user in Edmonton would then hang up and the computer in Halifax would check the name and also check the number to see if the telephone number is authorized. The Halifax computer would then call the Edmonton computer back to establish a connection. This "callback" method of security is one element that can be used to provide computer security.

Software

Advances in software could also affect law libraries. There is a growing movement toward a standard language for access to information contained in a database. This standard, known as Structured Query Language (SQL) is being adopted by many organizations including the Canadian government. As SQL becomes prevalent, users of automated legal research systems may not have to learn several different programs in order to access information from different databases.

Another advancement is in the area of expert systems. These systems are currently in use in many legal organizations to assist in drafting documents. The systems are developed based on the expertise of knowledgeable individuals. The programs will ask a series of questions and based on the answers to the question, guide the user through an intricate decision making process (again based on the expertise of knowledgeable individuals). The expert



systems may be useful to law librarians so that users with standard questions or research could use a computer to mediate access to materials.

Local and Wide Area Networks

Another development in technology has been the development of local area networks (LANs) and Wide Area Networks (WANs). Local area networks, consisting of both hardware and software, provide a means to connect users of personal computers and mini-computers so that they can share information and resources. The transmission speeds for the LANs have increased substantially in the last ten years. Speeds of 10,000,000 to 16,000,000 bits per second are common. These speeds, referred to as 10 megabytes (roughly 1.2 million characters) or 16 megabytes (roughly 2 million characters) per second, provide a high rate of transfer between users.

The advent of Wide Area Networks (WANs) carries the concept of the LAN to users in different geographical locations. In essence, a WAN provides the user with the ability to access information or programs without performing any dialling procedures. To the user of the WAN, they may not know whether the information resides in Edmonton or Halifax. Access to information will be the same no matter where the user or the information is located. Law libraries could become part of LANs and WANs to disseminate computerized legal information.

Personal Computers

A significant technological development has been the introduction of personal computers. These computers provide computer intelligence and storage at the user's desk. Unlike the mainframe and mini-computer systems, processing of information can take place in the



personal computer and thus the user is not limited by a shared central resource. In the minicomputer and mainframe environment, the user may be unable to access information or may experience a degradation in performance due to the number of users on the system. The combination of the personal computers and LANs or WANs provides a powerful computer environment.

CD-ROM and Data Storage Devices

A problem with using computers to store large volumes of information, such as those found in law libraries, has been the limitations of the data storage devices both in terms of cost and size. However, recent developments have affected both the size and cost. It is possible to acquire a data storage device for a laptop computer that is 200 megabytes (roughly 200,000,000 characters of information). The cost of this disk will be approximately \$1,000. Ten years ago, this same amount of storage would have been the size of a filing cabinet, required special air conditioning and cost \$50,000 or more. However, there are some limitations to the conventional disk storage devices that has led to the development and use of Compact Disk technology.

The development of CD-ROM (Compact Disk - Read Only Memory) as a data storage device has increased the storage capacity. It is possible now to store more than 1 gigabyte (approximately 1,000,000,000 characters) of information on a CD. In addition, computer vendors have developed jukebox devices that automatically shift the CD-ROM disks into place so that they can be read. When a user requests information on a disk, the jukebox will locate the disk and insert it into the CD-ROM disk drive. The main difference between the older disk storage technology (of which there are several different types) and the CD-ROM technology is that the CD-ROMs are scanned by a laser to read the data. Therefore, no physical contact is made with the CD-ROM disks so they are not as prone to corruption of



the data. The older disk storage technology requires that physical contact be made with the disk in order to read the information.

One limitation of the earlier CD-ROM technology was that the disks were based on Write Once Read Many (WORM) technology. Once information had been placed on the disk, it could not be erased or altered. Therefore, the WORM disk storage was a permanent storage which many organizations saw as an advantage since the information could not be changed or altered. Newer technologies such as the electro-magneto optical drives, allows data to be erased and additional data to be stored. These storage devices will be of value to law libraries and enable law libraries to store large amounts of information at a relatively low cost.

Document Imaging

The development of the CD-ROM technology and the reduction in cost of all aspects of computing has helped bring the document imaging technology to the forefront. Document imaging is a method in which a picture of a document is produced in a computer format. The technology is the same as that used in facsimile machines in that the image of the document is translated into a digital format. By producing document images, the computer user can view a picture of the document that includes any handwriting, graphics or pictures that cannot be viewed using conventional word processing or text-only systems.

The drawback of document imaging is that due to the process of creating the image, called bit mapping, the image of the document requires large amounts of storage. Bit mapping creates a computer record for each dot on the page (as opposed to a computer record for each character). An image of a page may require 100 times the storage that is required for character based systems. The clarity of the image is referred to as dots per inch (dpi). Typical facsimile transmissions are 150 dpi, while some imaging technologies allow 300 dpi



or greater. The development of the CD-ROM storage devices as described above has eliminated some of the limitations.

The advantage of document imaging in law libraries is that the libraries will be able to provide the users with an exact replica of the printed page on a computer terminal. This may help eliminate some of the barriers to the introduction of technology.

Other Developments

Sony recently introduced the Sony Data Discman, a palm-sized portable terminal. The device has a small screen disk drive and built in search software. Each disk holds 110,000 pages of text or 40,000 images. Comptons Encyclopedia is one of several publications available. The Data Discman retails for \$550 (U.S.). This and other devices may make the concept of the portable library possible.



APPENDIX H
USE OF THE COST PROJECTIONS AS A MANAGEMENT TOOL



USE OF THE CCST PROJECTIONS AS A MANAGEMENT TOOL

The cost projections for each category of library and the percentage changes for the cost categories should not be used as a budget for future years. Cost projections and budgets for individual libraries **will vary significantly** from the projections depending on factors specific to the individual libraries. For example, if a library with only one employee adds a second employee, the labour costs could increase over 100% (compared to the 4% used for cost projection purposes). However, the cost projections may be useful as one management tool in the budgeting process.

The importance of the cost projections to the library budgeting process will be to provide a framework with which individual libraries can examine the impact of the various factors (the assumptions in this report) on the cost categories. In this report, the consultants have presented the assumptions used in developing the cost projections for each library. For budgeting purposes, the librarian can compare and contrast the assumptions used for the cost projections with anticipated changes in cost categories resulting from factors specific to the library. The example used in the preceding paragraph was a brief illustration of how certain library factors can affect cost categories such as labour costs. This type of analysis can be performed on each of the individual categories to assist in developing a budget.

As another aspect of the budgeting process, the librarian should review and perform an analysis on the historical costs for the individual library. The underlying basis of the cost projections has been the average or median changes in the cost categories. Again, these may differ from the historical trends of costs for the individual library.

Another component of the budgeting process will be to incorporate the cost containment or revenue generating initiatives into the overall budget. The policies or guidelines of individual organizations may determine whether or not libraries can generate revenues. Therefore, these factors must be examined on an individual basis for budgeting purposes.



It is dangerous to assume that the cost projections in this report can be used as a budget. Law librarians may understate or overstate their funding requirements depending on factors specific to their library, region, user base etc. The value in using the cost projections as a management tool, will be to provide a common framework for the budgeting process for all libraries and allow different libraries to compare and contrast their budgeting assumptions.

